

TIME 100 NEXT

**THE WORLD'S
MOST INFLUENTIAL
RISING STARS**

ASHLEY PARK
BY TINA FEY

JAYLEN BROWN
BY COLIN KAEPERNICK

ALEXANDR WANG
BY SAM ALTMAN

VINCE STAPLES
BY QUINTA BRUNSON

+ 95 MORE

SABRINA CARPENTER

BY CHRISTINA
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The Two Sides Of J.D. Vance

Donald Trump's running mate is navigating the narrow space between pleasing his patron and articulating a conservative vision of his own
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TIME100NEXT

From the halls of power to recording studios and science labs, these rising stars are remaking the world while defining the next generation of leadership



*From top:
Sabrina Carpenter,
Aisha Nyandoro,
Arthur Mensch,
Jaylen Brown,
Anna Sawai*

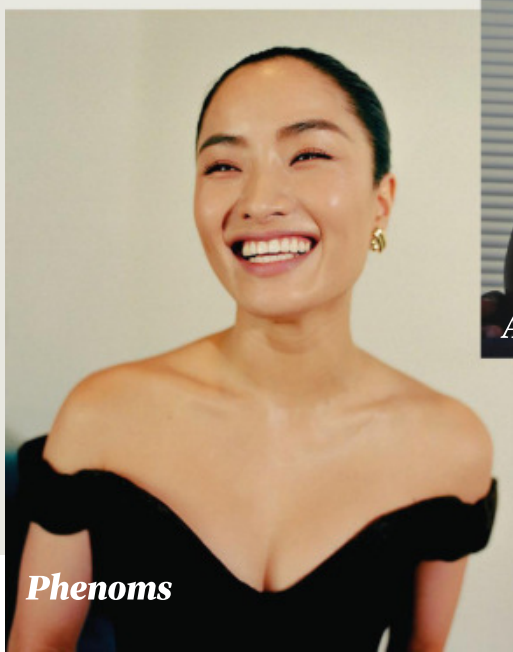
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Artists



Innovators



Phenoms



Leaders



Advocates

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Challenges and Leaps

How LG's Chairman is capturing the future in AI, Biotech, and Cleantech



LG Corp Chairman & CEO Koo Kwang-mo taking a close look at tech from a startup invested by LG Technology Ventures in Silicon Valley

LG Corporation is boldly advancing a strategy dubbed “Challenges and Leaps” to thrive in the rapidly evolving global business landscape. Focusing on sustainable growth and innovation, the firm is making strategic investments and forming new partnerships to drive and secure its position as a world leader in emerging businesses while refining its existing business portfolio.

At LG's core is its corporate philosophy of delivering greater value to customers. A commitment to long-term growth over immediate profits is key to LG's forward-looking strategy. Known as “Innovation DNA,” the approach has guided the company's success across a variety of industries. Whether in advancing electronics, pioneering battery technology, or setting the standard in OLED displays, LG's achievements result from decades of careful planning and sustained investment.

TACKLING CHALLENGES: AI, Biotech, and Cleantech as Key Growth Drivers Led by Chairman Koo Kwang-mo

LG is investing heavily in AI, biotechnology and cleantech as its engines of future growth. Under the leadership of Chairman Koo Kwang-mo, its business portfolio has achieved significant advances that ensure the company stays ahead of the curve.

Koo's vision allows LG's affiliates to create and execute business strategies that align with the corporate vision. Each subsidiary can specialize and excel in its respective field, creating a dynamic synergy with LG to actively shape the future.

LEVERAGING AI: LG's Key Ingredient for Tangible Outcomes

LG's drive to become a major player in AI is nothing short of audacious. LG AI Research is a pioneer in developing and commercializing the latest cutting-edge AI technologies, including large-scale AI models, traditional deep learning models, and even forecasting models.

For example, just one year after starting operations, the research hub released the multimodal AI model EXAONE that can understand the Korean and English languages and generate images and text captions. In August, LG AI Research introduced the more powerful open-source EXAONE 3.0 and ChatEXAONE, an enterprise AI agent service for all LG employees and industrial partners.

EXAONE 3.0 is open-sourced for research purposes. Using cutting-edge optimization technologies, LG has lessened its power consumption, lower its cost by 72% and reduce its size by 97% compared to the initial model. EXAONE 3.0 has achieved world-class benchmark scores in real-world usability, Korean language, math and coding.

LG AI Research is using AI models to discover novel antigens for personalized anticancer vaccines and develop new materials and chemicals.

The company is forming alliances for the greater good. It partners with The Jackson Laboratory, a biomedical research organization specializing in genomics, on AI-driven research to unravel Alzheimer's disease and cancer. Developing AI models that study the causes and progression of these diseases could revolutionize personalized medicine, providing physicians with personalized disease treatment recommendations based on individual genomic profiles.

CONTENT FROM LG

Traditionally, analyzing and verifying large bio-data sets required extensive staffing and time-consuming experiments. Now, LG's AI technology streamlines and accelerates this process.

Accelerating Healthcare Innovation Through Biotech

LG is developing life-saving treatments and cures using cell therapy for diseases and conditions such as cancer, obesity and diabetes. Developing drugs is a long and uncertain process, yet LG firmly believes in their importance for future healthcare advancements.

LG Chem's Life Science Division plays a key role in biotech initiatives. Last year, the division allocated a record 31.7% of its sales to R&D—a testament to its commitment to innovation.



Chairman Koo visiting Figure AI in Silicon Valley

Valley to Canada and Israel. About half of its investments focus on AI, biotech and cleantech.



Chairman Koo with Jim Keller,
CEO of Tenstorrent, in Silicon Valley



Chairman Koo inspecting the process
of producing cathode materials

These investments are already producing promising results. LG Chem recently achieved a significant milestone with U.S. FDA approval for its first in-house developed immuno-oncology drug, which has now entered clinical trials. Earlier this year, LG Chem secured a royalty agreement with Rhythm Pharmaceuticals, a global leader in the pharmaceutical industry, for developing and commercializing a novel treatment for severe obesity, LB54640.

With last year's acquisition of AVEO Pharmaceuticals in the U.S., LG Chem expanded its specialized expertise in anticancer clinical development. LG Chem's Life Science Division is discovering promising anticancer compounds, while AVEO leads the late-stage clinical development of the therapies.

Catalyzing a Sustainable Future with Cleantech

LG's investments in clean technology are a response to the climate crisis. The company is helping organizations achieve sustainability goals, such as decarbonization and building a circular economy. LG is developing eco-friendly plastics from biomaterials while pursuing advanced recycling technologies for plastics and batteries, and improving carbon-reduction technologies based on renewable energy sources.

Battery recycling and reuse are crucial for a sustainable transition to electric vehicles and renewable energy solutions. LG Energy Solution is establishing battery closed-loop systems in each region by collaborating with local partners in collecting and recycling batteries. Through these partnerships, the company aims to maximize the number of collected end-of-life batteries and secure recycled metals such as nickel, cobalt and lithium, ultimately utilizing them in manufacturing key battery components.

Charging infrastructure is another area where LG is making significant strides. Through its subsidiary, HiEV Charger, LG Electronics manufactures EV chargers in Korea and Fort Worth, Texas. This expansion underscores LG's commitment to the electric vehicle market.

Investing in the Future from Silicon Valley and Beyond

To become a leader in AI, biotech, and cleantech, LG has established LG Technology Ventures and LG NOVA in Silicon Valley.

LG Technology Ventures is the group's venture capital arm. It identifies and invests in global startups with outstanding technologies that can create synergies with LG's existing businesses or develop new ones. LG Technology Ventures has already invested in over 80 startups worldwide, from Silicon

Leaping Forward: Elevating LG's Business Portfolio

Under Chairman Koo Kwang-mo, LG has adopted a transformative growth strategy in which electronics, batteries, and OLED are becoming its flagship businesses. Consequently, LG has been divesting from non-core and underperforming businesses while concentrating on high-potential growth areas.

LG is reinvesting its freed-up capital to strengthen its competitive edge in core sectors. In automotive electronics, LG is developing a comprehensive lineup of products, from automotive displays to motors, lighting and batteries.

Creating Waves of Change in Flagship Subsidiaries

LG's flagship sister companies are not resting on their laurels. Last year, LG Electronics announced its Future Vision 2030 to become a smart life solution company from a leader of home appliances and consumer electronics. Its transformation has three key pillars: first, accelerating B2B business primarily through vehicle solutions and HVAC (heating, ventilation and air conditioning) businesses; second, transforming the current device-focused business to platform-based services; and third, investing in new business areas including robotics and EV charging.

Through these efforts, LG Electronics has been showcasing its continuous and steady growth in their businesses.

Meanwhile, LG Chem is positioning itself as a sustainable science company with eco-friendly, high-value-added new businesses, such as cleantech.

LG Energy Solution has established itself as a leader in the global battery industry with more than 30 years of investment in battery technologies, securing an extensive portfolio of nearly 60,000 patents, the largest in the world. Capitalizing on such assets, the company is now supplying batteries for diverse applications, ranging from EVs and IT devices to energy storage systems.

LG has consistently pioneered new industries with a forward-thinking approach that has delivered value to customers worldwide. Its commitment to AI, biotech, and cleantech defines the future of LG and aligns with the broader future of humanity. Challenges and Leaps isn't just generating business growth for LG—it's contributing to a better world.



Leading the future



**TIME100
Next aims
to recognize
that influence
has no age
limits**

GROWING UP OUTSIDE BOSTON IN THE LATE 1980s and early 1990s, I was, by birthright and by accident of history, a fan of the Boston Celtics. At that time, the team, led by Larry Bird, was one of the best ever. During the season, Bird happened to live in our neighborhood, and I can still remember that it felt like a miracle to see him in the flesh, whether around the corner or at the Boston Garden.

Part of the responsibility of being an editor is to make sure that the choices you make best reflect a publication's values and vision, not just your own, sometimes parochial, concerns. Still, I've learned that when an idea comes your way that does rhyme with your own interests, it's best not to think too hard or too long about it.

So when Cate Matthews, who led the creation of this year's TIME100 Next, suggested that Jaylen Brown be included as one of the cover subjects of this year's issue—making him the first Celtic since my childhood hero Bird to appear on the cover of TIME in nearly 40 years—I did not take too long to say yes.

Brown, who alongside Jayson Tatum led the Celtics to the NBA Championship this year, has become one of the sport's most curious and committed leaders. In August, he launched Boston XChange, with the goal of helping to build innovation and generational wealth in underrepresented communities. Today, he is spreading that vision far outside Boston. "When it's all said and done," the Celtics' GM Brad Stevens says, "I think his impact will be greater off the court than on."

Now in its fifth year, the TIME100 Next list was created to recognize that many of today's most influential leaders are, like the 27-year-old Brown, individuals who are not waiting long in life to make an impact. Nor are they eager to respect the status quo by following the traditional power structures and pathways that have determined what influence looked like in the past. TIME100 Next has no age requirements; its aim is to recognize that

influence does not have them either, nor does leadership look like it once did. Indeed, the majority of the individuals on this year's list are leaders of color; more than half are women.

Brown is joined on the cover by singer Sabrina Carpenter, the pop star whose music illuminated the summer, and Aisha Nyandoro, whose group, Magnolia Mother's Trust in Jackson, Miss., is showing how a guaranteed-income project can work. The range of these cover subjects reflects the diversity of leadership and impact in 2024. That is our ambition for TIME100 Next. We aim with this annual franchise to recognize rising leaders in health, climate, business, sports, and more—and by doing so, not just show the stories that are capturing headlines in 2024, but also introduce you to

the people who we believe will play an important role in leading the future.

AS WITH THE original TIME100, we invite past TIME100 alumni and other leaders to write tributes to this year's honorees. The Ford Foundation's Darren Walker recognizes Marlene Engelhorn, who, after inheriting the equivalent of \$27 million, decided to give almost all of it away—and, in doing so, created a whole

new framework for what philanthropy could be. News anchor Judy Woodruff honors the brave and pioneering reporting done by Anna Wolfe and her colleagues at Mississippi Today. Sam Altman measures the impact of OpenAI partner Alexandr Wang, who is creating the data infrastructure that is powering the AI revolution. Lily Gladstone, who appeared on TIME100 Next last year before earning an Oscar nomination, plays tribute to fellow actor Kali Reis. We are thrilled to introduce you to these individuals along with all of the TIME100 Next, and can't wait to gather together with the 2024 honorees in New York City in October.

Sam Jacobs,
EDITOR-IN-CHIEF



Myesha Evon photographing Jaylen Brown
for the TIME100 Next, on Sept. 8



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Gathering together

For New York Climate Week, TIME chief climate officer Shyla Raghav (*above, left*) led a Sept. 25 panel on energy with (*from left*) Jon Creyts of Rocky Mountain Institute, Ruth Gratzke of Siemens, Calvin Butler of Exelon, Josh Parker of Nvidia, and Bobby Hollis of Microsoft. At right, Jane Goodall poses with Xiye Bastida of Re-Earth Initiative at TIME's Sept. 23 Climate Leadership Forum. At an Impact Dinner in San Francisco the week before, TIME editor-in-chief Sam Jacobs (*below left*) hosted a Sept. 17 conversation on AI with (*from left*) Chinasa T. Okolo of Center for Technology Innovation, Ravi Kumar S of Cognizant, Elizabeth Kelly of U.S. Artificial Intelligence Safety Institute, and futurist Ray Kurzweil.



On the covers



Photograph by
Charlotte Rutherford
for TIME



Photograph by
Myesha Evon for TIME



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Neil Jamieson for TIME

SETTING THE RECORD STRAIGHT

In "The Age of Scams" (Sept. 30) we misstated the pseudonym of the scam baiter who goes by Kitboga, and whether he has sent glitter bombs; he has not.

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Making an impact

TIME for Kids is launching the second year of its Service Stars program, made possible by the Allstate Foundation. The program honors kids who are making a difference—and offers free resources to inspire young people to make positive change in their communities. Find out more at ti.me/stars



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TIME100

CLIMATE LEADERSHIP FORUM

On September 23, TIME hosted the inaugural TIME100 Climate Leadership Forum during New York Climate Week. Solving climate change requires bold new styles of leadership, creativity and action - and it takes all hands on deck.

Learn about what leaders at the forefront of the climate revolution are doing to affect real change: time.com/time100-leadership-forums



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The Brief



SUMMER OF DISRUPTION

BY PHILIP ELLIOTT

It's been 56 years since America faced a season
as unsettling—and as apt to change politics

INSIDE

THE BABY HIPPO WHO
CONQUERED THE WORLD

WHAT'S GONE WRONG
AT THE PHARMACY

SEARCHING FOR LIFE ON
ONE OF JUPITER'S MOONS

FORMER PRESIDENT DONALD TRUMP HAS NOW survived at least two credible assassination attempts this election year. The latest, on Sept. 15 at one of his golf clubs in Florida, was not as close as the one that bloodied him at a Butler, Pa., campaign rally on July 13. But it was nonetheless a real and immediate threat—a fully loaded assault rifle allegedly held by Ryan Wesley Routh from 400 yards in search of the leader of the Republican Party, with the potential to upend American politics and history.

It was just the latest in a series of events unsettling the nation in a summer of disruption. Two weeks before the Butler attempt on Trump's life, President Joe Biden had triggered a crisis in the Democratic Party with his halting debate performance. A week after the attack, Biden dropped his bid for a second term, teeing up Vice President Kamala Harris' extraordinarily rapid consolidation of her party behind her and resetting the competition for the Oval Office. Over the next few weeks, the world learned details of two international plots to disrupt the election—one from Iran, which had set in motion operations to hack Trump's campaign and, separately, to take him out; another from Russia seeking to undermine faith in the vote.

On its own, any one of these events would demand years of consideration by historians. Yet taken together, they seem less than the sum of their constituent parts, a string of developments that blend, muting the urgency of each and numbing the shock that accompanies. But the latest attempt on Trump's life cannot be another business-as-usual moment. American democracy, at its best, is built on the merits of arguments, the character of its leaders, and the collective judgment of a nation. When the threat of political violence, let alone its execution, becomes normal, democracy itself is undermined. That means it's imperative for the public to see clearly that this summer's assassination attempts are viewed as an affront to patriots of all political stripes, particularly as their impact remains uncertain.

There are echoes in this moment of 1968, an election year that was similarly consumed by the politics of extremity. Lyndon Johnson faced a revolt inside his Democratic Party over American involvement in Vietnam, leading to his stepping aside. After a scramble, the new nominee, Hubert Humphrey, having entered too late for most of the primaries, took the nod at a Chicago convention amid violence in the streets. Republicans, for their part, opted to go with an imperfect figure they knew—

former Vice President Richard Nixon—while also flirting with a promising young pol out of California named Ronald Reagan. As the broader public soured on the war, the frustrations of the civil rights movement boiled in the face of continuing and pernicious inequality. The assassinations of the Rev. Dr. Martin Luther King Jr. and Senator Robert F. Kennedy broke the faith that millions of Americans had held in their nation's ability to peacefully engage in debate and the transfer of power.

By the time '68 was in the rearview mirror, the baseline of what Americans demanded from their leaders had shifted, ultimately remaking both parties and how they engaged with the country. Democrats embraced the emerging coalitions from the antiwar and civil rights marches while ditching their Dixiecrat roots. Republicans found value in the early culture-war skirmishes and

started to help some Christians nibble at political power. The center broke as both parties started a shift toward polarity, setting the stage for the country's first major political reset in the post-World War II era.

'Dear World, This was an assassination attempt on Donald Trump but I failed you.'

—RYAN WESLEY ROUTH,
IN A LETTER RELEASED
BY PROSECUTORS ON SEPT. 23

IT'S EASY TO LOSE perspective amid such historic events. As the threat of political violence tinges so much of this election season, that nothing-to-see-here default is understandable. The response of our leaders, though, should be held to a higher standard.

A day after federal officials shot at and arrested alleged would-be assassin Routh, Trump thanked the U.S. Secret Service, the local sheriff, and law-enforcement officers for their quick action after spotting a rifle poking out of the tree line. But he also soon laid the blame for both recent attempts on his life on the

heated political attack lines of Biden and Harris, who have cast Trump as a fundamental threat to democracy. "Their rhetoric is causing me to be shot at, when I am the one who is going to save the country, and they are the ones that are destroying the country," the former President said.

At the White House, Biden briefly addressed the near-catastrophe, telling reporters that the Secret Service "needs more help. And I think Congress should respond to their need." Over the weekend—but before the drama on Trump's golf course, Biden had blamed his predecessor for the escalating tensions in the country.

America is a deeply divided nation, as it was in 1968. And because election-year events like those 56 years ago and today can change the course of the country, Americans deserve leaders who will responsibly chart a path through the disruption toward a new political consensus. □

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TIME100

IMPACT DINNER

On September 16, we hosted the inaugural TIME100 Impact Dinner in San Francisco to celebrate the diverse and dynamic leaders named to the 2024 TIME100/AI list.

See how they're shaping the future of AI at time.com/time100-ai-2024



LISA SU, CEO, ADVANCED MICRO DEVICES, ROSANNE KINCAID-SMITH, GROUP CHIEF OPERATING OFFICER, NORTHERN DATA GROUP, CHINASA T. OKOLO, FELLOW, CENTER FOR TECHNOLOGY INNOVATION, BROOKINGS INSTITUTION, RAVI KUMAR S, CEO, COGNIZANT, WILLONIUS HATCHER, COMEDIAN, FILMMAKER, AND AI STORYTELLER

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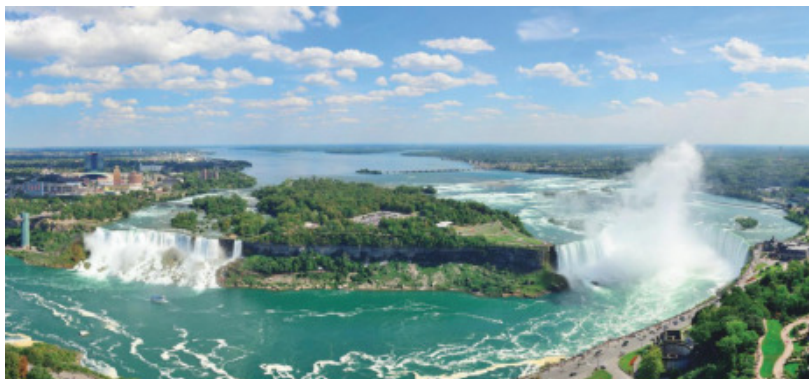




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Floods ravage Europe

Residents rescue a man in Slobozia Conachi, Romania, on Sept. 14 amid flooding caused by Storm Boris, which inundated Central and Eastern Europe, displacing tens of thousands and resulting in at least 22 deaths. An International Federation of Red Cross and Red Crescent Societies official told AFP that the floods were “branded as historic,” but “climate change has a way of moving the goalposts.”

THE BULLETIN

Thai baby pygmy hippo Moo Deng has taken over the internet

MOO DENG OF THAILAND IS NOT your typical A-list celebrity, but she’s certainly being treated like one. Every move she makes is closely watched, each new photo of her fervently discussed. Her effortlessly dewy glow is the subject of envy and inspiration for fan art and makeup tutorials. The 3-month-old pygmy hippo has wriggled her way into the hearts and minds of millions on the internet with her feisty antics and petrified looks.

BOUNCY PIG Born on July 10, Moo Deng was unveiled to the public in Khao Kheow Open Zoo on July 25. Her name, which roughly translates to “bouncy pig,” was chosen by a popular vote held by the zoo. Native to West Africa, pygmy hippopotamuses, which mature to around 500 lb., are an

endangered species, with only about 2,000 remaining in the wild.

MEME QUEEN Moo Deng’s zookeepers have diligently shared photos, videos, and memes of the baby hippo, turning the zoo’s online platforms into stan accounts, which have amassed millions of followers across platforms. Moo Deng—who is almost always eating, sleeping, or being dramatic—has been hailed as a “lifestyle icon.” The unlikely It girl has been featured in posts by beauty brands, sports teams, and even government accounts (the U.S. Labor Department used her to remind people to stay

hydrated). Now the zoo is seeking to patent her image so it can be the exclusive seller of Moo Deng merch.

SAFETY CONCERNS Visitors to the zoo, about 70 miles from Bangkok, have more than doubled, with those flocking to see Moo Deng described as a “fan club.” But some have reportedly thrown things to get her attention. “These behaviors are not only cruel but also dangerous,” said the director of the zoo, which has

installed surveillance cameras around Moo Deng’s enclosure, threatened legal action against uncooperative humans, and restricted visits to five minutes per person.

—KOH EWE





THE
VAPORIZING,
NIGHTTIME,
SNIFFLING,
SNEEZING,
COUGHING,
ACHING,
STUFFY HEAD,
SORE THROAT,
FEVER,
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WITH A COLD,
MEDICINE.**

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KEEP OUT OF REACH OF CHILDREN.

GOOD QUESTION

Why is going to the pharmacy so miserable these days?

BY ALANA SEMUELS

IF YOU'VE BEEN TO A PHARMACY TO PICK UP A PRESCRIPTION lately, you might have wanted to bang your head against the wall.

Chains and independent pharmacies alike are short-staffed, leading to long lines. Customers are finding empty shelves and chaotic operations. Satisfaction with brick-and-mortar pharmacies in the U.S. dropped 10 points in 2024 alone, a study by J.D. Power found.

Running the businesses is getting harder too. "Without a doubt, this is the worst it's ever been," says Enrique Reynoso, who has been a pharmacist since 1991 and owns Beacon Wellness Pharmacy, a small shop in upstate New York. Reynoso has tried to do everything he can to stay afloat—putting drugs in smaller bottles to save costs, asking customers to pay by Venmo since credit-card fees are so high, diversifying the merchandise he sells in the front of his stores.

Rite Aid said on Sept. 3 it had emerged from bankruptcy protection after closing about a quarter of its stores. CVS closed 900 stores over three years, citing changes in consumer buying patterns, while Walgreens plans to close about a quarter of its 8,600 stores because "the

current pharmacy model is not sustainable," CEO Tim Wentworth said in a June earnings call. Chain stores also say they've been plagued by shoplifting, prompting them to lock up many products behind plastic shields, a practice that has backfired by driving away even more customers.

Pharmacies are struggling partly because of changes to consumer behavior. The pandemic drove more shoppers online, and pharmacies have not seen the return to in-person shopping that other retailers have, says Brittain Ladd, a retail and logistics analyst.

But there's a bigger and more complicated reason that pharmacies are struggling right now, relating to how they are compensated for the medications they dispense. Most patients are covered by insurance, and insurers use companies called pharmacy benefit managers (PBMs), to manage their prescription-drug benefits. PBMs are essentially middlemen, but they have a lot of power because they determine how much pharmacies get compensated for each drug they dispense. Every year, pharmacists say, PBMs are offering less and less to pharmacies, sometimes forcing them to operate at a loss on popular drugs like Ozempic.

PBMs can do this because the three largest of them—

Some short-staffed pharmacies are struggling to stock shelves



CVS Caremark, Express Scripts, and Optum Rx—control about 80% of the market, and the six largest control 90%. A recent report by the House Committee on Oversight and Accountability said PBMs use their market share "to enact anticompetitive practices and protect their bottom line." The committee found that PBMs have overcharged insurance plans and taxpayers by hundreds of millions of dollars. Independent and chain pharmacies are struggling because of one-sided contracts, says Douglas Hoey, CEO of the National Community Pharmacists Association. If a pharmacy doesn't like the prices a PBM offers, it can say no—but will lose the business, meaning it can't offer prescription-drug benefits to patients with certain insurance.

On Sept. 20, the Federal Trade Commission brought action against the three largest PBMs, alleging that they engaged in anticompetitive practices that artificially inflated the price of insulin drugs. The action alleges that when lower list-price insulin drugs became available, PBMs "systematically excluded them" in favor of others with a higher list price, which allowed the PBMs to "line their pockets" while consumers were forced to pay more.

Express Scripts called the action part of "a troubling pattern from the FTC of unsubstantiated and ideologically driven attacks on pharmacy benefit managers." CVS Caremark said it has "led the way" in driving down the cost of insulin for all patients. Optum Rx said that it had "aggressively and successfully negotiated with drug manufacturers," lowering insulin prices for its members.

For now, the shifting economics of pharmacies affects everybody. As they struggle with expenses, pharmacies cut staff. Those that remain open see more patients with the same or fewer resources. The bad news for beleaguered customers is that those long lines and empty shelves may not be going away anytime soon.

'The current pharmacy model is not sustainable.'

—TIM WENTWORTH,
CEO, WALGREENS
BOOTS ALLIANCE



EXECUTIVE SPOTLIGHT

Empowering Youth To Serve

Greg Weatherford II has an ambitious goal: to make service part of the daily lives of every young person in America. As the Youth Empowerment Program Officer for The Allstate Foundation, he's leading the charge to make it a reality.

A Lifelong Passion For Service

Service is personal for Weatherford. At age 12, he was the new kid in a small Texas town. Wanting to make friends and inspired by his parents' spirit of kindness and giving, he set out to do service work. He quickly discovered, however, that opportunities for kids were scarce.

Undeterred, the 7th grader got creative, starting his own nonprofit to help youth lead their own service projects. By the time he graduated high school, he'd mobilized thousands of volunteers and embarked on a lifelong career of service.

Now decades later, he's at the helm of a national movement to redefine youth service.

Rethinking Youth Service

When Weatherford began working for The Allstate Foundation two years ago, the mission was clear: to empower youth ages 5 to 25 to serve and improve communities. Since then, he's developed a comprehensive strategy to fulfill it, centered around three core approaches: engaging youth to serve, equipping youth with resources to serve, and preparing adults to support youth service.

While today's youth are often portrayed as "apathetic," "irresponsible," and "disengaged," evidence shows they're actually beaming with enthusiasm to make a difference in the world. Many already are.

"We wanted to take a truly grassroots, 21st century approach to thinking about youth service that included their creativity, empathy, and drive for helping others," says Weatherford.

They also wanted to capitalize on the value of service for young people themselves. Weatherford calls it a "superfood" for their development because it helps them develop empathy, self-esteem, social trust, and a sense of belonging. Service has also been shown

to provide youth valuable skills, positively impact their academic performance, and improve career prospects.

Service In Action

Over the last year, Weatherford's revamped strategy has started taking shape with the creation of key resources to support youth-led, youth-driven service. This includes TIME for Kids Service Stars, a program that helps young kids engage with service. The Allstate Foundation is also one of the only corporate foundations that directly supports youth with resources, including funding, to lead their own service projects.

Weatherford says amplifying youth voices is about more than just elevating more youth. It's about creating the conditions that allow their visions of service to become realities and creating access for all youth to participate in service experiences.

"If we amplify their voice, they can tell us what they truly need to be supported and engaged to serve," he says.

The Allstate Foundation's recent publication, *In Our Own Voices*, released in partnership with the Center for Expanding Leadership & Opportunity (CELO), provides an example of what this looks like. It's 100% edited and written by youth doing the service work on a daily basis.

The Future Of Youth Service

While progress is underway, Weatherford says much work remains before the goal of universal service for America's youth is realized. He says that doesn't mean everyone has to start their own nonprofit, but rather that every young person understands the transformative power of service, both for their communities and for their own lives.

His advice to kids who want to serve but aren't sure where to get started? Start small and don't underestimate the impact that your small actions may have. Even small acts of kindness, like helping a neighbor with a chore, complimenting strangers, or paying for somebody else's meal, are impactful and do more to change your community than you may think.

"So, whatever you're passionate about, think about how you can make a small difference," Weatherford says. "Then from there, see where your service journey takes you."

CONFESSED

A 71-year-old French man, to drugging his wife Gisèle Pélicot and allowing dozens of men to rape her while she was unconscious over nearly a decade. **Dominique Pélicot** admitted to the crime in court on Sept. 17.

CHARGED

New York City Mayor **Eric Adams**, with bribery, conspiracy, wire fraud, and solicitation of a contribution by a foreign national, partly in connection with his 2021 campaign, on Sept. 25. He denied the allegations.

RELEASED

More than **700 people from the largest prison in the Democratic Republic of Congo**, officials said on Sept. 21, after an attempted jailbreak earlier that month left at least 129 people dead.

RESIGNED

OpenAI chief technology officer **Mira Murati** and two other executives, CEO Sam Altman posted on X on Sept. 25. They are the latest in a series of high-profile departures from the AI company.

FILED

Tupperware Brands, for **bankruptcy protection**, on Sept. 17, after years of declining sales.

**INDICTED****Sean Combs***Music mogul facing charges*

IN SEPTEMBER 2023, SEAN “DIDDY” COMBS WAS HANDED THE KEY to New York City at a ceremony in Times Square, an award the mayor’s office called a “symbol of civic recognition and gratitude” for “service to the public and the common good.” A year later, on Sept. 16, the music mogul was arrested—charged by a grand jury with sex trafficking, racketeering, and transportation to engage in prostitution. Combs, who has been embroiled in multiple legal battles over allegations of physical or sexual abuse, pleaded not guilty to the charges, and his lawyer Marc Agnifilo said he would “fight this to the end.” Combs is in custody while awaiting trial.

The federal indictment alleges that Combs created “a criminal enterprise” through which he “abused, threatened, and coerced women and others around him to fulfill his sexual desires, protect his reputation, and conceal his conduct” for decades. Prosecutors allege that he manipulated and forced women to participate in sexual activity with male sex workers in what he called “Freak Offs.” The indictment describes incidents of alleged abuse dating back to 2008, including one apparent reference to an attack on his former girlfriend Casandra Ventura in 2016. The arrest follows multiple earlier allegations against Combs of abuse, detailed in lawsuits filed since November. (His key to the city was rescinded after they emerged.)

With the indictment, Combs, who has been described as a visionary in the music business, joins the list of entertainment-industry A-listers who have faced criminal charges for sexual misconduct since the #MeToo movement began, including Harvey Weinstein, R. Kelly, Bill Cosby, and Danny Masterson. Damian Williams, U.S. Attorney for the Southern District of New York, said his office was “determined to investigate and prosecute anyone who engages in sex trafficking, no matter how powerful or wealthy or famous you may be.” —CHANTELLE LEE

DISCLOSED**Brett Favre***Parkinson’s diagnosis*

In a surprise revelation, former Green Bay Packers quarterback Brett Favre shared his Parkinson’s disease diagnosis while testifying Sept. 24 before a congressional committee on federal welfare reform. The three-time NFL MVP didn’t offer more details about his condition, but in the past he has discussed the dangers of concussions, a potential contributor to Parkinson’s. In interviews, he estimated he suffered “hundreds, maybe thousands” of concussions during his decades-long career.

Favre had been implicated, but not charged, for connections to an \$8 million welfare-abuse scandal in Mississippi and investments in a company whose CEO pleaded guilty to misappropriating public funds. “I lost an investment in a company that I believed was developing a breakthrough concussion drug I thought would help others, and I’m sure you’ll understand why it’s too late for me, because I’ve recently been diagnosed with Parkinson’s,” he told the committee. —Alice Park





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WORLD

Inside Ukraine's troubled outreach to Trump

BY SIMON SHUSTER/KYIV

MANY NATIONS KEEP A NERVOUS EYE ON U.S. presidential races, but none have as much at stake this time as the Ukrainians. For them, the result could determine how their war with Russia ends, and their leaders have spent months vying for the support of both candidates. But on Sept. 22, when President Volodymyr Zelenskyy arrived for a weeklong trip to the U.S., his outreach to Donald Trump nearly went off the rails.

Zelenskyy's first public event that day was a visit to an arms factory in Scranton, Pa., which he toured alongside the state's Democratic governor, Josh Shapiro. The visit allowed Zelenskyy to express his gratitude to all the American workers producing weapons for Ukraine. But the optics did not sit well with the Trump campaign. "It seems he took offense," one member of Zelenskyy's entourage tells TIME.

The reason seemed to be the venue: Scranton is the hometown of President Joe Biden, and Pennsylvania is a hotly contested battleground state. The day after Zelenskyy's visit, Trump held a rally in Pennsylvania, and he accused Zelenskyy of siding with the Democrats. "He wants them to win this election so badly," Trump said. The next day, he renewed his attacks during a rally in Georgia, calling Zelenskyy the "greatest salesman" in history because of the U.S. aid he has secured for his country. "Every time he comes to the United States he walks away with \$100 billion," Trump said, drawing loud jeers from the crowd. One of Trump's allies on Capitol Hill, House Speaker

'It has to be good old-fashioned greed.'

—MIKE POMPEO,
FORMER SECRETARY
OF STATE, ON HOW TO
WIN U.S. SUPPORT
UNDER TRUMP

◀
*Trump and Zelenskyy
meet at Trump Tower in
New York City on Sept. 27*

Mike Johnson, later called the visit to Scranton an act of "election interference."

The reaction surprised and alarmed the Ukrainians. Only two months earlier, during a phone call with Zelenskyy, Trump had pledged his support to Ukraine. "His message was as positive as it could be," Zelenskyy later told the *New Yorker*. After that call, Zelenskyy's allies spent months building ties with the Trump campaign, enlisting the help of Mike Pompeo, the former CIA director and Secretary of State, among others.

In mid-September, Pompeo traveled to Kyiv, and he offered Zelenskyy some practical advice: try appealing to America's interests, not its values. "It has to be good old-fashioned greed," Pompeo told TIME after his meeting with Zelenskyy. Asking for American help in the defense of Ukraine's democracy would not be likely to get Trump's attention, let alone his support. "It has to be a good old-fashioned, commercial, profit-driven, incentive-forming, risk-taking, entrepreneurial model that delivers that sustainable place for Ukraine."

ZELENSKY TOOK THAT ADVICE on board, but he has stuck to a different message, arguing that Ukraine is defending not only itself but the entire free world against Russian attacks. That argument helped him secure a fresh package of U.S. aid worth \$7.9 billion, the White House announced on Sept. 26, ahead of Zelenskyy's meetings with Biden and Kamala Harris. The next day, Zelenskyy made his pitch to Trump. Although the Scranton visit nearly derailed their plans to meet, the two spoke fondly of each other when they appeared before the cameras at Trump Tower in Manhattan. "It has to end," Trump said of the war, standing stiffly beside Zelenskyy. "He's gone through hell, and his country has gone through hell."

Their talks inspired optimism among the members of Zelenskyy's team who believe the former President might become an ally. "There is a level of hope for Trump," one of the people involved in their outreach to the Trump campaign told TIME. "Someone has to stop this war, and Kamala Harris does not seem like she would play that role. Trump in theory could make some drastic moves, at least that's our perception." Other officials close to Zelenskyy sounded less hopeful about the elections. No matter who wins in November, one of them told TIME, "things will get worse for us." □

JULIA DEMAREE NIMMONSON—AP

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SPACE

The hunt for life on a moon of Jupiter begins

BY JEFFREY KLUGER

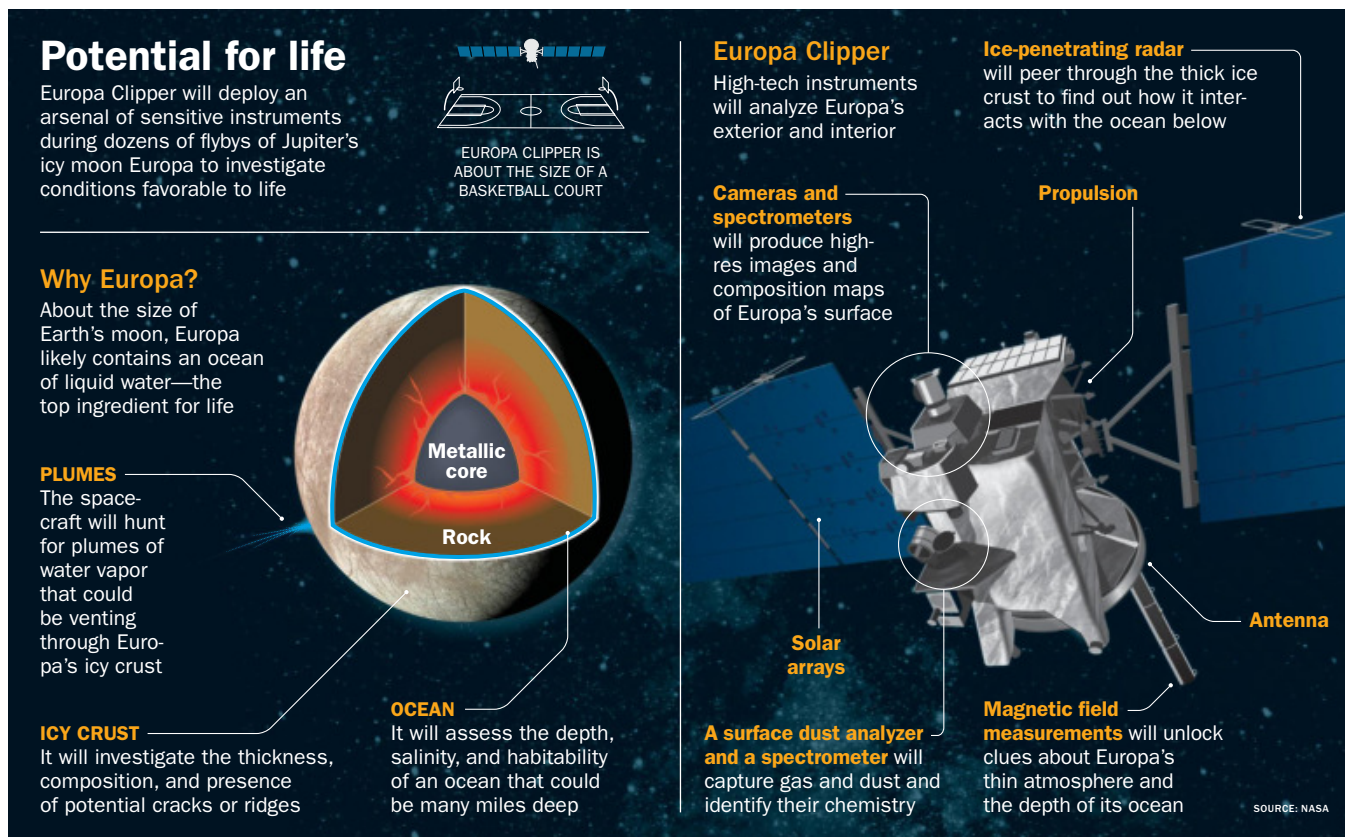
NEARLY HALF A BILLION MILES FROM EARTH, A WORLD may be stirring. Our planet is the only one on which we know life exists. But if the basic sciences of chemistry, energy, and biology apply, Jupiter's moon Europa may be alive as well. NASA aims to start finding out, with the October launch of the \$5 billion Europa Clipper spacecraft on a 5½-year journey to the Jovian system for the most detailed exploration ever of the mysterious icy moon.

Europa has fascinated astronomers and exobiologists at least since 1979, when the Voyager 1 and 2 spacecraft reconnoitered the moon and photographed an icy white surface shot through with cracks and fractures, suggesting a churning ocean disrupting the frozen crust. The later Galileo mission, which orbited Jupiter from 1995 to 2003, discovered that Jupiter's magnetic field is disrupted in the vicinity of Europa in a way consistent with a deep, electrically conductive liquid beneath the surface of the moon. The Juno mission, which has been orbiting Jupiter since 2016, has been studying Europa more closely still, documenting ice walls, scarps, and

ridges, all pointing to a surface in constant motion. Astronomers now believe that Europa has an ice shell up to 15 miles thick, covering a global ocean up to 100 miles deep.

While the temperature in the vicinity of Jupiter can plunge to -400°F , the water in the ocean is kept liquid as a result of tidal forces: as Europa orbits Jupiter, it is held fast in the planet's tight gravitational grip. But as its large sister moons—Io, Ganymede, and Callisto—repeatedly sail by, they pluck at it with their lighter gravity, causing the moon to flex and heat up, much the way a wire hanger bent rapidly back and forth will become too hot to touch at the point of the bend. This produces a warm, pulsing, amniotic ocean, one that is believed to include salt, carbon, nitrogen, phosphorus, hydrogen, and sulfur—incorporated into Europa during the moon's formation and imported aboard incoming comets and asteroids. Those elements

Europa may have an ice shell up to 15 miles thick, covering an ocean up to 100 miles deep



make up 98% of all living matter on Earth, and they could on Europa too.

Europa Clipper is ingeniously designed to find out. The spacecraft, whose main body is a box about 20 ft. to a side, is stuffed with a suite of nine instruments, including optical cameras, temperature sensors, and an ultra-violet spectrometer. None of that hardware is able to detect life, but it can determine if Europa has the environment to support it.

The spacecraft's relatively small footprint gets a whole lot bigger thanks to its energy-producing solar panels. In the vicinity of Jupiter, sunlight is no more than 4% of what it is on Earth, and to produce enough energy to operate the instruments, the panels have to be huge. Each of two collapsible arrays measures 46.5 ft. long by 13.5 ft. high, giving the total spacecraft a wingspan slightly longer than a basketball court. Even at that, the panels will generate only 700 watts of electricity, or roughly the energy required to run a coffee maker.

Europa Clipper is a heavy-weight, tipping the scales at approximately 13,000 lb., which requires a bruiser of a rocket to muscle it off the ground. The spacecraft will get that rocket in the form of the SpaceX Falcon Heavy, with over 5 million lb. of thrust.

The flight path Europa Clipper will follow out to Jupiter is not a straight, as-the-crow-flies one. Rather, it will loop twice around the sun, passing Mars on Feb. 27, 2025, and swinging back past Earth on Jan. 12, 2026, refining the trajectory and adding speed to the spacecraft. Europa Clipper will finally reach Jupiter on April 11, 2030, for a minimum of four years of operation in the Jovian system. What it will uncover is impossible to know, but the very real possibility does exist that the ship, which had its origins on one biologically teeming world, could be making a journey to another. □

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5 things to say when someone comments on your weight

BY ANGELA HAUPT

FIGURING OUT WHAT TO say about someone's weight gain or loss is really easy if you follow one of the golden rules of modern communication: Never comment on another person's body.

Not everyone, however, gets the memo.

Cherie Miller, an eating-disorder and body-image therapist in Southlake, Texas, hears often from clients on the receiving end of body talk. "It reinforces the idea that the way we look matters immensely, that we're on display, and that, to some degree, our purpose is to be pleasing to others, which is really quite gross and harmful," she says. "In our culture, we assume that weight gain is bad and weight loss is good, and that's just not always the case."

The person you're talking to, she adds, might have lost weight because they're sick. Or they might be depressed, heartbroken, or recovering from an eating disorder. Maybe they packed on a few pounds because of the medication they're taking for a condition they don't want to disclose. The point, she stresses, is that it's impossible to know, and none of your business.

We asked experts as well as people who frequently experience unwanted weight-related comments to share their favorite ways to respond—and why those comebacks are effective.



"My body needed a little extra assistance to help with the weight loss."

After developing Type 2 diabetes and reaching 300 lb., Amy Kane started taking the GLP-1 drug Mounjaro. She's now down more than 160 lb. and happier and healthier than ever. Inevitably, she's fielded plenty of questions—and judgment—about how she did it. Some people ask why she didn't "just go to the gym." Kane likes to respond: "I overhauled my diet and my lifestyle, and I had a tool that was helping me. Your body might not need that, but my body needed a little extra assistance."

"I prefer people don't comment on my body."

When a loved one mentions plus-size model Tess Holliday's weight—maybe trying to pay her a compliment, like "You're looking healthy lately"—she generally assumes they have good intentions. That's why she usually opts for a "nice, gentle" approach: a brief thanks, followed by a reminder that she doesn't discuss her body. Other times, she'll respond with something a little sassier: "Nope, still fat, but that's OK."

"My body is different, but my heart is fuller."

For a long time, thinness has been synonymous with happiness, Holliday stresses—and seeing someone thrive in a larger body can challenge people's preconceptions. Yet, as she recovers from both an eating disorder and an abusive relationship, it captures her truth. "My body is bigger than maybe ever, but it's just trying to make sure I survive," she adds. "If it's bigger right now or forever, that's OK. I'm able to be happy and enjoy my life for probably the first time ever."

"Oh, I didn't realize we were sharing unsolicited opinions. Do you want mine next?"

If you're feeling provocative, a quip that maintains your dignity while putting the commenter in their place could be the way to go. "Sometimes, depending on your personality—or if directness isn't really working—you've gotta step it up a notch to make your point," Miller says. "Especially if it's a person who said something really inappropriate or harmful, or if they're a repeat offender."

"What a shame you felt the need to say that."

Molly Day, a former professional dancer, gained about 50 lb. after her retirement. She still recalls the time a colleague she hadn't seen in years made a joke about her appearance. Her quick-witted retort: "What a shame you felt the need to say that." "I could see it in their face—the disappointment," she says. "We don't have to appease people when they make these comments about our bodies."



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WORLD

Fear in Lebanon, and a new front

FIRST, ON SEPT. 17, THERE WERE exploding pagers. The next day, walkie-talkies detonated. Panic gripped Lebanon, particularly in areas where Hezbollah, whose members carried the devices, has a large presence. “We were confused at first,” said Joumana, visiting a Beirut hospital. “It sounded like gunfire. Then we saw cars, ambulances, and wounded people.”

The booby traps, widely attributed to Israeli sabotage, announced a dramatic turn in a conflict largely contained to artillery exchanges across a shared border. On Sept. 23 alone, waves of Israeli airstrikes killed 558 people, including 50 children, Lebanese officials say. It was the deadliest day for the country since its 1975–1990 civil war.

Hezbollah, both a militant group and a political party, came into being, with Iran’s help, after Israel invaded Lebanon in 1982 to unseat Palestinian militants. Israeli troops remained there until 2000, and the two fought a deadly war in 2006. Hezbollah resumed hostilities after Hamas’ Oct. 7 attack on Israel, but Israel’s sharp escalation has raised global fears of a wider conflict. Analysts say the shift is meant to pressure Hezbollah, amid outrage from a reeling Lebanese public over the high death toll, to halt its rocket fire on northern Israel. But Hezbollah Secretary-General Hassan Nasrallah has said the group will stop its fire into Israel only when a Gaza cease-fire is reached. Until then, he says, “This strong blow did not and will not bring us down.”

—JUSTIN SALHANI/BEIRUT

People in Tyre on Sept. 23 watch a column of smoke rising over southern Lebanon after Israeli strikes

PHOTOGRAPH BY AZIZ TAHER—REUTERS

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*Trump's running
mate, pictured on
Aug. 6, may be the
MAGA movement's
heir apparent*

PHOTOGRAPH BY TOM BRENNER



POLITICS

THE NEW APPRENTICE

J.D. Vance's juggling act

BY ERIC CORTELLESA

J.D. VANCE LOOKS ANNOYED. IT'S A TUESDAY AFTERNOON in August, and we're sitting near the front of his campaign plane, flying from a rally in Michigan to a fundraiser in Tennessee. Across the aisle is his mother Bev, whose role in Vance's traumatic and disruptive childhood he chronicled in his best-selling memoir, *Hillbilly Elegy*. As flight attendants serve Chick-fil-A, Vance gripes about the ongoing controversy over his three-year-old comments complaining that the U.S. is being run by Democrats, corporate oligarchs, and "childless cat ladies" who "don't really have a direct stake" in the country's future. As with his boss, Vance's instincts are to punch back. "I think it's a ridiculous thing to focus on," he says, "instead of the underlying argument I was trying to make."

Since being tapped by Donald Trump, Vance has been mired in a series of controversies like this. Some have been silly political attacks, like the baseless fabrication, spread widely on social media, that he committed a sexual act with a piece of furniture. Some have been cringey, like his response to white supremacists' attacking his wife, the daughter of Indian immigrants. ("Obviously, she's not a white person," he replied, "but I just, I love Usha.") Some have been substantive; he's disparaged the millions of Americans who don't have children. And some have had consequences: Vance's willingness to spread the debunked claim—shot down by both local officials and the state's Republican governor—that Haitian migrants in an Ohio city are eating people's pets resulted in bomb threats and the harassment of legal immigrants by right-wing extremists. Surveys show public opinion of Vance has fallen since his debut as Trump's VP.

Vance's penchant for provocation has often obscured the set of ideas he's seeking to advance. The Ohio Senator has positioned himself at the vanguard of an emerging ideology often described as the "New Right" or "National Conservatism." The movement is socially conservative and economically populist. Vance argues that decades of unfettered trade, increased immigration, and market consolidation have led to a loss of jobs and opportunity, the disintegration of families, and widening regional inequality, vesting too much cultural power in the hands of liberal elites and too much economic power in corporate boardrooms. The political project aims to resolve a long-standing issue for Republicans, whose need to win over heartland voters on cultural issues is in tension with an economic agenda that has benefited the wealthy over the working class.

To Vance's allies, his elevation to Trump's No. 2 was an indication their side has the upper hand in the looming battle over what the GOP should be after Trump exits the scene. "It was a very clear message and recognition that the Republican Party has been transformed," says Florida Senator Marco Rubio, whom Vance edged out for the job. And it appeared to position Vance, at 40, as the heir apparent to the Make America Great Again movement, or at the very least one of the figures poised to define the party's post-Trump future.

But for Vance's ideas to carry the day, he has to survive the role. He has been a forceful tribune for much of Trump's agenda, including restrictive immigration measures, across-the-board tariffs, and limiting foreign entanglements. But Trump is also running as a classic business-friendly Republican who wants to cut taxes and regulations. He recently told some of the nation's wealthiest donors that he would lower their tax burdens to make them even richer. Since locking up the GOP nomination, Trump has cozied up to billionaires such as Elon Musk and the libertarian financier Jeff Yass, who have made no secret of their desire to quash renewed antitrust efforts, disempower unions, and restore laissez-faire Reaganomics.

No running mate agrees with

the top of the ticket on everything. Kamala Harris opposed Joe Biden's record on busing. Biden, before becoming Vice President, supported the Iraq War, whereas Barack Obama did not. But Trump sees politics through the prism of power and loyalty, not ideology. His last Vice President, Mike Pence, was a faithful understudy until he followed his conscience and the Constitution on Jan. 6, 2021—at which point Trump appeared willing to sacrifice Pence to a braying mob chanting for Pence's hanging. Vance has endeared himself to Trump through professions of unalloyed fealty; he has said he would have followed Trump's scheme to decertify the 2020 election.

The partnership already shows some signs of strain. Trump has more than once distanced himself from Vance. He told an interviewer that VP picks have "virtually no impact" on elections. In the debate with Harris, he disavowed Vance's claim that Trump would veto a national abortion ban. While Trump has professed satisfaction with his pick, some in his orbit believe he made a mistake. "Vance didn't propel him forward. It kind of pulled him back," says a close Trump ally. "There's a lot of blowback on the J.D. pick."

The former President remains attracted to Vance's bootstrap biography: the kid from a broken home who made it to Yale Law School via the Marines; who parlayed his fame as an author into founding a venture-capital firm; and who evolved from a withering Trump critic into one of the former President's most vehement boosters. "J.D. Vance is doing a wonderful job," Trump said in a statement to TIME. "I could not be more pleased."

During the final stretch of the campaign, Vance's ideas and political instincts alike will be tested as he attempts to play the dual role of Trump's pit bull

and lapdog. At the vice-presidential debate Oct. 1 with Harris' running mate, Minnesota Governor Tim Walz, Vance will aim to prosecute the case against the Democrats without alienating either swing voters or his boss. To ideological fellow travelers, the larger task is to win the battle of ideas and reorient the GOP. Winning the election is just the first step. "There's going to be a long debate," Vance tells me. "It's not going to happen overnight."

A FEW MONTHS into Trump's first term, in November 2017, Vance gave an address at Oberlin College in Ohio, one of the most liberal campuses in America. In an auditorium filled with the eager faces of literature professors and art-history majors, Vance spoke of the disintegrating social fabric in blue collar America: fewer people joining churches, jobs shifting overseas, community structures collapsing. Many felt they no longer had a place in the American story. In that void, he argued, the Trump constituency emerged. Vance had recently published *Hillbilly Elegy*, which earned him a reputation as a MAGA whisperer—a public intellectual who could demystify the phenomenon for cosmopolitan audiences. "He became this kind of agent who would come and tell you from behind the lines what the enemy is thinking," says Phil Longman, policy director of the anti-monopoly think tank Open Markets, who attended the speech.

Vance's background was always more complicated—and more interesting—than that portrait suggested. He grew up in Middletown, Ohio, with a single mother who struggled with addiction. It was a childhood defined, in his own telling, by a perpetual effort to please the succession of father figures who cycled through his mother's home. After high school, during which he sometimes lived with his grandparents, he joined the military and served as a combat correspondent in Iraq. From there, he attended Ohio State University and Yale Law School. In New Haven, he gained mentors such as Amy Chua, the original Tiger Mom, and right-wing billionaire Peter Thiel, who hired him to work for one of his Silicon Valley venture-capital firms after graduation.

**'OVER THE YEARS,
HE'S REACHED THE
TRUER CONCLUSION
OF HIS OWN BOOK.'**

—SOHRAB AHMARI, VANCE'S FRIEND



▲
The Republican ticket at a campaign rally in Grand Rapids, Mich., on July 20

At first, Vance was adamantly anti-Trump, calling him “cultural heroin” and “reprehensible.” In a 2016 text message to a former Yale roommate, Vance wrote: “I go back and forth between thinking Trump is a cynical a--hole like Nixon who wouldn’t be that bad (and might even prove useful) or that he’s America’s Hitler.” But as the success of *Hillbilly Elegy* gained him entry to more elite circles—from speaking at the Aspen Institute to writing a column for the *New York Times*—Vance says his views evolved. He noticed, he says, how the elite audiences he encountered looked down on the people he grew up with, and how they championed ideas that had benefited themselves at the expense of American workers.

Gradually, Vance says, he came to rebel against the policy orthodoxies that had prevailed for decades. Before Trump came along, both parties broadly supported free-trade agreements, increased immigration, economic deregulation, and muscular interventionism abroad. Vance was part of a generation skeptical of the effects of such policies. He grew up amid a confluence of crises: the Iraq and Afghanistan wars; the Great Recession; the opioid

epidemic. He believed the highest levels of economic concentration since the Gilded Age had ravaged Middle America. “There’s a geographic element to economic growth that didn’t exist before,” he says, describing an economy controlled by fewer and fewer companies, concentrated in fewer and fewer places. As a venture capitalist, Vance recalls seeing biotech startups trying to cure Alzheimer’s disease struggle to recruit neuroscientists because so many were gobbled up by Facebook.

“After Trump won, there was this rethinking going on both on the right and the left about neoliberalism—about unfettered trade, about market consolidation, about immigration, about unionization,” says Matt Stoller, research director for the American Economic Liberties Project. “He’s part of that Republican realignment.” The core assumption of Reaganism—that government is the problem—was challenged by the realization that unconstrained corporate power was threatening Americans’ liberty. For Vance, Trump came to

represent an opportunity. It wasn’t just their areas of policy alignment; Trump was waging war against the political establishment, creating the space for new ideological movements to emerge.

Another factor in Vance’s evolution was his conversion to Catholicism in 2019. Vance, who had never been baptized, came to the church through an uncle by marriage and the influence of intellectual heroes like René Girard. It was appealing not only for its social traditionalism but also for its vision of political economy. One of the forebears of Catholic social thought, Pope Leo XIII, published an encyclical in 1891 that outlined the deleterious effects of unregulated markets on family and community. Allies say Vance’s Catholic faith helped to transform a conviction reflected in *Hillbilly Elegy* that blamed the people he grew up with for their own misfortune, rather than recognizing the systemic forces grinding them down. “I think that over the years,” says Sohrab Ahmari, a friend and leading voice of the New Right, “he’s reached the truer conclusion of his own book.”

Around this time, Vance met Tucker Carlson at a conference. The then Fox host was struck by how Vance voiced

hostility to a class that still saw him as a cultural conduit. “He was talking about what he had learned from growing up in southern Ohio, going to Yale Law School, being welcomed into this new world, being thrilled by it, and then discovering,” Carlson says, “that a lot of these people were just careerist frauds.”

Vance’s antipathy for them hardened during the pandemic. He had come to believe the government should incentivize the formation of families and promote child-rearing. In his view, COVID-19 mitigation measures, like keeping kids out of school, revealed how policymakers were doing the opposite. “I was kind of astonished at how little real reflection there was about all of the COVID policies,” he says. “There’s a certain segment of America’s leadership class that I think really has become explicitly antifamily and explicitly antichild.”

After the pandemic, Vance became a regular on Carlson’s show, then the most-watched program on cable news. Often the segments focused on the culture war or on Big Tech, which both Vance and Carlson accuse of censoring conservative speech. “The problem with Google is not just its market power,” Vance tells me. “It’s the way that it uses its market power to influence politics.” The former President saw Vance on Carlson’s show and was impressed. In February 2021, when Trump was in exile after the Jan. 6 attack and Vance was eyeing a run for an open Ohio Senate seat, the pair met for the first time at Mar-a-Lago at the suggestion of Carlson, Trump’s eldest son Don Jr., and the financier Omeed Malik, who all urged the ex-President to give one of his former critics a chance. For Vance, much was on the line; receiving Trump’s backing was the easiest path to rise in the modern GOP.

When Vance walked into Trump’s private office, there were printouts on the desk of Vance’s past salvos, according to a source familiar with the meeting. “You said some nasty sh-t about me,” Trump said. Vance apologized, saying he had bought into media misrepresentations. Over time, he told Trump, he came to realize that the policies Trump championed would help the people he wrote about in *Hillbilly Elegy*. Trump was pleased. They left the meeting agreeing



Vance boards his campaign plane on Aug. 1 after a trip to Arizona’s border with Mexico

to stay in touch. Vance told Trump he wanted to earn his support.

For much of the Ohio Senate primary, Vance trailed in the polls despite the largesse of Thiel, the explicitly pro-monopoly libertarian who poured \$15 million into a super PAC supporting him. But in April 2022, less than a month before GOP primary voters cast ballots, Trump delivered an endorsement that lifted Vance to victory.

BY THE TIME J.D. Vance got to Capitol Hill, he no longer had the boyish face from his book’s jacket. He grew a beard and slimmed down. He came to Washington ready to fight the governing class.

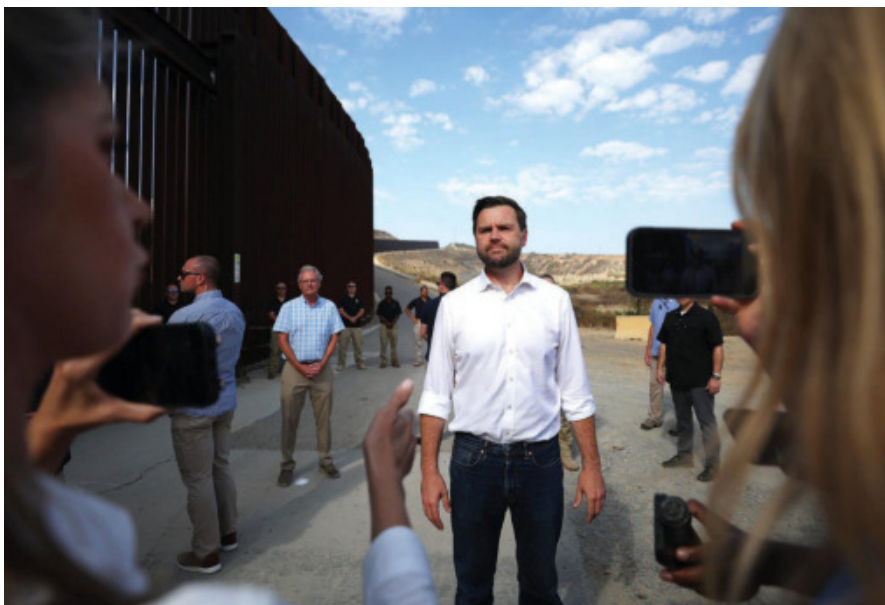
In some ways, Vance’s Senate tenure was an audition for his current role. He has backed Trump’s election lies and expansive vision of presidential power, as well as draconian immigration laws, protectionist trade policies, and limited American involvement overseas, including ending U.S. support for Ukraine. The month Vance took office, he became one of the first GOP officials to endorse Trump for President, at a moment when his dominant victory in the 2024 primary was far from assured. He quickly became one of Trump’s most vociferous defenders in Congress.

At the same time, he proposed legislation that can fairly be described as progressive. He introduced bills with Democrats to beef up regulations on railways and CEO pay, and to eliminate

tax breaks for large corporate mergers. He called for raising the minimum wage and worked on a bill to prevent insurance companies from charging new mothers co-pays. He proposed legislation to crack down on the Visa-MasterCard duopoly and praised Biden’s trust-busting Federal Trade Commission chair Lina Khan.

This agenda reflects a changing Republican Party. In the Bush years, Thomas Frank wrote *What’s the Matter With Kansas?*, which argued Americans voted for presidential candidates with whom they culturally identify instead of those who would better serve their economic interests. Wealthy Manhattanites routinely voted for Democrats (who wanted to raise their taxes), while rural Kansans routinely voted for Republicans (who wanted to erode the social safety net). By tacking to the right on culture but to the left on economics, the New Right argues Republicans can chip away at the Democrats’ coalition.

Vance had both critics and boosters when Trump set to the task of finding a running mate. Trump liked the way he performed in television interviews and admired his résumé. “President Trump is a big fan of credentials,” says his confidante Kellyanne Conway. On July 12, Trump met with advisers and suggested he was leaning toward Vance. The next day, just hours before he was the target of an assassination attempt in Pennsylvania, Trump met with Vance at Mar-a-Lago, but didn’t offer him the position. After the shooting, Trump had just two days before delegates at the Republican National Convention would



▲
*Vance speaks to reporters
on Sept. 6 during a visit to the
border wall near San Diego*

meet to formally nominate his running mate. A battery of advisers and GOP officials begged him to choose someone other than Vance. In Vance's corner were Carlson, Don Jr., and Malik, among others. Internal polling showed that neither Vance nor the alternatives moved the needle, according to a source familiar with the surveys, so Vance's allies argued Trump might as well pick the running mate he preferred, and with whom he felt most aligned.

Vance missed Trump's call offering him the position on the morning of July 15. When Vance called back, Trump ribbed him: "Maybe I should have picked Marco." Trump hard-liners were thrilled at the choice. Says Charlie Kirk, head of the pro-Trump youth group Turning Point USA: "It represents MAGA having staying power."

I JOINED VANCE at the rally in Big Rapids, Mich., where a China-based manufacturer is building an electric-vehicle battery plant—a development that captured a mix of Trumpian grievances. Speaking to a crowd of supporters in red MAGA hats, Vance argued that Democrats eased border restrictions to allow more immigrants likely to vote for them into the country, and that corporate titans supported the moves to gain low-skilled workers. The speech reflected his role in the campaign: an attack dog deployed most often to the battleground states of Pennsylvania, Wisconsin, and Michigan, where the campaign believes its apostate of elite culture connects with the white working-class voters who may decide the election. "That's

where J.D. plays really well," says Malik.

Back on the plane, I asked Vance about the immigration claim. You think it's bad when politicians thwart tougher immigration policy to benefit themselves, I say, but didn't Trump do just that with the bipartisan bill he persuaded Republicans to block, which would have funded thousands of new border agents, allocated \$650 million for the border wall, and expedited deportations? "Oh, no, no, no, no," Vance replies. The bill "was a disaster." But Republican critics, including GOP Senators, say Trump torpedoed it to prevent Biden from notching a political win before the election.

The exchange is emblematic of Vance's campaign challenge. He must simultaneously reconcile the contradictions of his past and present stances, while juggling the desire to advance a post-neoliberal future with the hard-edged pugilistic style that pleases his boss. The task will require a daunting level of political acrobatics and acumen. It's not clear Vance—or anyone else—has the agility to pull it off.

In the past, Vance has supported abortion bans with no exceptions for rape and incest; now he has adopted Trump's stance that abortion should be a states'-rights issue. Vance has said people with children should pay lower taxes, saying in 2021 that the government should "reward the things that we think are good" and "punish the things that we think are bad." The

point Vance was trying to make with his comments, he says now, was that policymakers should promote nuclear families that can stave off the trauma and dysfunction he endured as a child. "I think everybody's viewpoints are influenced by how they grew up and their perspective and their life experiences," he says. "I'm no different."

Critics like Sarah Longwell, the GOP strategist who runs Republican Voters Against Trump, say Vance's hard-line social views are deeply unpopular with most voters in her focus groups. She is also skeptical that Vance's MAGA pivot is fully genuine. "I think he has something in mind right now that he views as an ideological lodestar," she says. "I wouldn't say that I think he's got a core that's driven by something other than the pursuit of power. He figures out who the richest or most powerful alpha in a room is, and then he sucks up to them and adopts their project. It's what he did with Thiel. It's what he did with Tucker. It's what he did with Trump."

On his plane plastered with Trumpian epigrams, Vance makes the case for Trump's second-term vision of enhanced executive power. After Trump said he wanted to have a say over the Federal Reserve—eroding a division of power that prevents Presidents with political motives from determining monetary policy—Vance endorsed the idea. "In a democracy, you should ask yourself why it's not ideal for the political leadership to have control over most of the questions in the country," he tells me. When I ask whether that means Harris should gain the same powers as President, he takes issue with the question, before conceding that, according to his own argument, the answer has to be yes. "I think it would be a disaster," Vance adds.

As the jet makes its final descent into Tennessee, an aide tells me I have to return to my seat in the back. Before I do, I ask Vance whether he thinks that Trumpism, as a set of ideas, will outlast Trump himself. Vance recognizes the verdict is still out. "I'm going to try to make sure that happens," Vance says. "But a lot depends on this election, and a lot depends on how our party responds to it." —*With reporting by BRIAN BENNETT* □

RALPH LAUREN

PINK PONY



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we are all affected—husbands, wives, mothers
and fathers, sisters, brothers, and friends.
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TIME 100 NEXT

The World's Rising Stars

Artists

Lawrence Abu Hamdan
Kaveh Akbar
Adria Arjona
Beabadoobee
Kingsley Ben-Adir
Brandon Blackwood
Sabrina Carpenter
Nicola Coughlan
Kaia Gerber
Payal Kapadia
Ambika Mod
Victoria Monét
Alice Oseman
Ashley Park
Aaron Pierre
Kali Reis
Sable Elyse Smith
Shaina Taub

WITH REPORTING
BY HARRY BOOTH,
LESLIE DICKSTEIN,
KOH EWE,
CHAD DE GUZMAN,
THARIN PILLAY, AND
SIMMONE SHAH

Phenoms

Mike Cessario
Christine Chang
Sholto David
Amelia Dimoldenberg
Cole Escola
Jadé Fadojutimi
Nick Green
Rukshana Kapali
Plaifah Kyoka Shodladd
Sarah Lee
Lucía Linares
Ilona Maher
Summer McIntosh
Reneé Rapp
Fred Richard
Anna Sawai
Shaboozey
Arian Simone
Jannik Sinner
C.J. Stroud

Advocates

Agather Atuhaire
Mahrang Baloch
Emma Brown
Jaylen Brown
Rula Daood
Molly Duane
Abigail Echo-Hawk
Marlene Engelhorn
Jason Glaser
Kat Graham
Alon-Lee Green
Monique Jeffs
Murrawah Maroochy Johnson
Tim Latimer
Michelle Morse
Cindy Ngamba
Thomas Njeru
Kwame Owusu-Kesse
Caleb Parker
Tara Raghuveer
Hamada Shaqoura

Leaders

Crystal Asige
Ian Bassin
Andy Beshear
Hal Brands
Bassirou Diomaye Faye
Justin Florence
Anielle Franco
Huang Jie
Nahid Islam
Wes Moore
Daniel Noboa
Aisha Nyandoro
Omar Al Olama
Michelle O'Neill
Elizabeth Prelogar
Rachel Reeves
Paetongtarn Shinawatra
Marine Tondelier
Lara Trump
Damian Williams

Innovators

Iman Abuzeid
Hali Borenstein
Kaitlan Collins
Mehreen Dattoo
Maria Drouot
Richard Gadd
Ylva Göteborg
Aisha Ibrahim
Jesse Jenkins
Mario Kohle
Laufey
Serigne Mbaye
Arthur Mensch
Aadith Moorthy
Assaf Rappaport
Kaitlyn Sadtler
Vince Staples
Nik Storonsky
Alexandr Wang
Anna Wolfe
Sara Zewde

NEXT *Artists*

SABRINA CARPENTER

25 • POP
SENSATION

By Christina Aguilera

She may claim to be short and sweet, but never underestimate the mighty power behind Sabrina Carpenter's talent. It's the reason she has catapulted to her earned spot as one of today's leading pop artists.

She proves great things come in small packages. As a fellow 5-ft. female with a similar working-adolescent Disney history, I firsthand recognize and respect what it takes to maintain clarity while delivering within the demands of this business.

Sabrina handles the task with seemingly effortless ease and charisma while promoting, performing, and handling press with a smile and her signature coy charm.

I wanted to get to know the person beyond the undeniable worldwide success—including her newest single, "Taste"—to see how she operates on a personal level. When we met, the woman I discovered was refreshingly calm, collected, down to earth,

and focused. Sabrina is where she is for a reason and ahead of her years.

With her clever wit and sense of humor, she has been able to connect with audiences in a unique way stylistically, through her songwriting and storytelling prowess.

While she is at the tender age of 25, I realize our symbolic, full-circle connection, as my own debut album turns 25 this same year, which brings me a sense of not only celebration but also reflection. As exciting generations of pop princesses continue to emerge, I feel adoration and protectiveness, knowing the journey at hand and ahead.

But I have all the belief and assurance that, in true Sabrina Carpenter fashion, she will conquer her future goals with grace, a little sweetness, the ability to laugh and enjoy the ride with confidence ... and a playful pun or two.

Aguilera is a Grammy-winning musician

PAYAL KAPADIA

38 • BARRIER-BREAKING FILMMAKER

By Ayushmann Khurrana

Payal Kapadia is nothing short of a trailblazer. Her 2024 film, *All We Imagine as Light*, made history this year as the first from India to win Cannes' Grand Prix. The movie is a master class of emotions—deeply reflective, philosophical, and meditative in its approach. There is a powerful believability to how she portrays the human experience onscreen. Her authenticity and her lens on reality are part of what makes her work so rare.

What she achieved at Cannes is a milestone for Indian cinema. I'm proud to be living in an era where I could witness a talent like Payal showing the world that Indian stories resonate universally, transcending geographies and languages. Her win will inspire other filmmakers and artists to follow in her footsteps and think big. India is a young country of more than 1.4 billion people. We have 1.4 billion stories to tell, and Payal has boldly, loudly, and brilliantly told everyone to pursue their dreams. It would be an honor to work with her, and to engage with her mind.

Khurrana is an actor



SABLE ELYSE SMITH

38 • INTERROGATING IMPRISONMENT

By Mitchell S. Jackson

Credible Messenger. Sable Elyse Smith is a Credible Messenger. Part of the lexicon of people who work in prisons, the term describes someone who knows personally, intimately, the tolls of time behind the walls. Sable ain't done no prison bid but has spent near two-thirds of her life visiting her father in California prisons. That experience—a part of what binds us, though we've spent no more than a few hours together—has informed and inspired her lauded interdisciplinary work. It's art that interrogates the albatross too often generalized into the vacuous language of mass incarceration and the prison industrial complex. Art that invites, if not requires, us to reflect on the humanity of both the imprisoned and the imprisoners. Art that questions whether we need prison at all. Sable's work has earned forums in some of the world's most prestigious venues: the Guggenheim Museum in 2018 (*Coloring Book 9*), the 2022 Whitney Biennial (*A Clockwork*), and the 2022 Venice Biennial (*Landscape series*) among them. My fellow West Coast native is one of the carceral state's most important critics.

Jackson is an author



KAVEH AKBAR

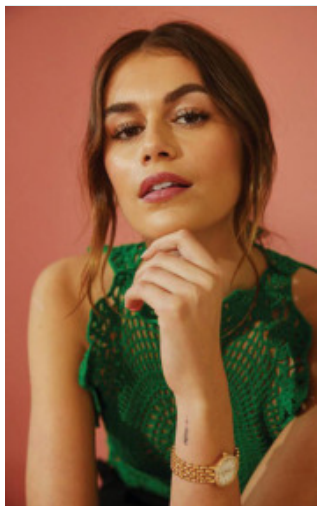
35 • GIFTED WRITER

By Lauren Groff

In person, Kaveh Akbar radiates a vast, enveloping kindness. He engages with intense attention and such gorgeously geeky excitement that after speaking with him for just a few minutes, one's eyes begin to see the world anew, and ordinary things suddenly spark with wonder and delight. These are personal qualities of Kaveh's that make those who meet him love him instantly; these are also attributes that make him one of the best poets in the U.S. and most recently, with *Martyr!*, a debut novelist of astonishing depth, humor, and originality, as well as stark, sinuous prose.

Kaveh was certainly born a good person, but his overwhelming personal grace and the power of his art were annealed into their pure form by the white-hot fire of his addiction. Out of Kaveh's suffering came his great talents. How wonderful for us that he turns everything he holds into art he then lays at our feet. It is the profoundest gift.

Groff is a best-selling author



KAIA GERBER

23 • CURIOUS
CREATIVE

By Laura Dern

Kaia Gerber is so deserving of recognition, for myriad reasons. She brings her dazzling spirit and creativity to everything she does. Her radical professionalism, striking grace, and generosity are the foundation of who she is as an actor, model, businesswoman, and friend.

Kaia is among the most naturally curious, engaging, and empathetic people I am lucky to know. When I wrote a book with my mother, Kaia invited me to her book club, Library Science, and I saw an entirely new side of her: her curiosity manifested, the deeply personal connection she fosters and nurtures, and the joy she has for the written word.

I have known Kaia since the day she was born and feel so proud to have watched her grow, and I look forward to seeing how she continues to evolve.

Dern is an Oscar- and Emmy-winning actor



VICTORIA MONÉT

35 • MUSICAL POWERHOUSE

By Yara Shahidi

Victoria Monét embodies the essence of an Artist with a capital A. Whether through the chart-topping hits she's written, her powerful voice on anthems like "On My Mama," or her unmatched choreography, her talent is undeniable—and earned her three Grammys this year. But what truly sets her apart is the grace, authenticity, and heart she brings to everything she touches. Having experienced her warmth and light firsthand, I know the energy she radiates in every room she enters.

As a lover of history, I'm inspired by how Victoria pays homage to the artists

who paved the way and the culture that shaped her, all while continuously innovating. There's a deep reverence in how she honors their legacies, yet creates something uniquely her own. Her influence is indisputable, not just within the music industry, but in the lives of all who experience her art. Though she only recently took center stage globally, she has spent over a decade shaping the future of music. She bridges past and present, creating a path for future generations to follow.

Victoria, I wish you endless joy and fulfillment as you continue to inspire, create, and illuminate the world with your brilliance.

Shahidi is an actor and producer

AARON PIERRE

30 • STEPPING
UP

*By Gina
Prince-Bythewood*

I first saw Aaron Pierre in *The Underground Railroad*. He played Caesar, an enslaved man refusing to succumb to the violent oppression forced upon him. His performance was extraordinary, infused with truth, strength, and humanity.

When my husband

Reggie Rock and I took on the limited series *Genius: MLK/X*, a new framing of Dr. King and Malcolm X, we needed an actor who could embody Malcolm's youth, charisma, complexity, vulnerability, and genius. Our choice was Aaron. He was hesitant to portray one of his heroes, questioning whether he had the capacity, the emotional intelligence, the life experience. But that beautiful alchemy

of humility, courage, and swagger gave the world a powerful vision of one of our greatest icons.

They say your talent is in your choices. Aaron has chosen to use his immense gifts to breathe life and humanity into Black characters who, too often, are not afforded that grace. He is one of our next greats.

Prince-Bythewood is a filmmaker, most recently of The Woman King



ADRIA ARJONA

32 • JOLT OF ENERGY

By Richard Linklater

A movie star is someone you can't take your eyes off of. Their beauty and presence pull you in right away, but it's the sense of mystery behind their eyes that keeps you there. That's Adria Arjona. When she shows up, it's like, holy sh-t. She's sweet and confident, but there's a depth to her that just totally hooks you.

When we were trying to cast someone to play Madison in the 2024 film *Hit Man*, Adria ended up being the first and only actor I interviewed. I knew it had to be her right away. Her energy, her intelligence, her charisma—it all immediately came to the fore in the first minute of our Zoom call. And when it came time to actually make



the movie, she was a great creative partner. Adria works hard, but she also has such a good spirit and is just fun to be around. She's such a force.

I think she can do anything.

Linklater is an Oscar-nominated director, writer, and producer

BRANDON BLACKWOOD

32 • BRIDGING STYLE AND SUBSTANCE

By Elaine Welteroth

Brandon Blackwood is a purveyor of Black luxury who has revolutionized the fashion world with his bold, unapologetic designs famously worn by icons from Beyoncé to Megan Thee Stallion. In 2020, at the height of one of the most transformative movements in recent history, one tote took over all of our feeds with a straightforward message: End systemic racism. The virality of that bag is now woven into the ongoing legacy of the Brandon Blackwood brand. As one of few pre-eminent Black designers, Blackwood represents changemakers who lead by example with fearlessness, innovation, and a steadfast embrace of inclusivity. His influence extends beyond the runway, inspiring a new generation of designers to merge style with substance. The B on his bags not only honors their namesake—it also reflects his brilliance across every design, collection, and work of art he offers to this world.

Welteroth is an author, host, and advocate



KINGSLEY BEN-ADIR

37 • ACTING THE PART

By Da'Vine Joy Randolph

The first time I met Kingsley Ben-Adir was at a cast dinner for *High Fidelity*. Actors can be a brooding bunch, but he was fizzing with excitement. By night's end, I felt like I had known him forever. As we parted ways, he invited me to join him in Jamaica ... that weekend.

Kingsley exudes a true love for humanity. When I watched *One Love*, I felt like I was watching a blending of souls. He was not playing Bob Marley—he was becoming. And as much as these two artists are cut from the same cloth, I know that such an accomplishment can be achieved only through copious research and a fierce dedication to the craft. In a world saturated with content, Kingsley's success is a testament to his ability to make others feel more human. I hope the world continues to discover how special he truly is. And I'm glad he finally got his trip to Jamaica.

Randolph is an Oscar-winning actor



SHAINA TAUB

35 • BROADWAY'S BEST

By **Lin-Manuel Miranda**

"How will we do it when it's never been done?"

"How will we find a way, where there isn't one?"

So sings the great Shaina Taub as Alice Paul in her masterful Broadway musical *Suffs*, a decade-long labor of love that tells the story of the tenacious women on the front lines of the suffragist movement. Shaina not only stars in *Suffs*, but also became the first solo woman to win Tony Awards for both the book and score of a musical. Her songs are catchy, muscular, and unforgettable: once you've spent an evening with her characters, you're hooked.

I've been a fan of Shaina's since her days writing Shakespeare adaptations for the Public Theater, and I feel grateful to call her a friend. Every time I talk to her, I want to write. Every time I hear her music, I learn something new. Maybe the most exhilarating thing about her history-making year is that she's just getting started. What else will she do that has never been done?

Miranda is an award-winning composer, lyricist, and actor



BEABADOOBEE

24 • SINCERELY MAGICAL

By **Gracie Abrams**

When I first heard Beabadoobee's song "Coffee" in 2017, I was amped. Her voice was warm and nostalgic, and it felt completely singular. Now, whenever I hear it, I am transported back to that time in my life. I was 17, hormonal and in love and confused and, all of a sudden, a forever fan of Bea's. To hear a person sing who knows themselves as well as Bea does is a gift. At the core of everything she makes is a sincerity that is really f-cking cool. *This Is How Tomorrow Moves*, her 2024 album, sounds like the record of a person who has had lifetimes of experience in articulating love and change. It's gritty and tough, but it also reveals a sensitivity that is refreshing in a time where so much is overstimulating or plastic or derivative. I had the privilege of watching her play at the Eras Tour this summer, and what instantly set her apart was how effortless it all seemed. All of the magic and the grit and the talent just seemed to flow from her. She also happens to be a really kind and generous human being. I'm grateful I get to go through my 20s with her music as the soundtrack.

Abrams is a Grammy-nominated singer-songwriter

ALICE OSEMAN

29 • HEARTFELT STORYTELLER

By **Becky Albertalli**

When I think about Alice Oseman, a frame from their *Heartstopper* comic pops into my head. In it, Nick Nelson wraps a blanket around Charlie Spring's shoulders and says, simply, "There."

To me, that's Alice's work in a nutshell. Her books—and *Heartstopper's* pitch-perfect adaptation to a Netflix series—are earnest, heartfelt, and tender. They sit with real pain and hold space for self-discovery. And, most of all, they're told with such palpable care. Reading them feels like being loved.

I can only imagine what it would have been like to grow up with Alice's work. Even as an adult, it's altered my brain chemistry. It's been a rough few years for so many queer people, especially young people—but I keep coming back to one spectacular truth: every future generation of queer kids, until the end of time, will live in a world where Alice Oseman's stories exist.

Albertalli is an author





LAWRENCE ABU HAMDAN

39 • SONIC
INVESTIGATOR

By Sumayya Vally

Artist and audio investigator Lawrence Abu Hamdan and I have often discussed the age-old question of art's usefulness and what it can truly achieve. His work exemplifies art's ability to reveal the unseen, to make us aware of what we can't otherwise perceive, and to actively shape the world. His sonic investigations, which analyze audio recordings against other evidence to spot inconsistencies and uncover the truth, affirm art's capacity to deliver justice. His work makes accessible what bureaucracies often obscure, and in 2023 he founded the nonprofit Earshot to further that work, giving voice to otherwise silenced entities. Lawrence has expanded the definition of art, embracing roles as historian, forensic investigator, activist, and civil servant. His installations, which often weave together film, voice, sound, and image, are haunting and beautiful. Lawrence's work doesn't just invite us to reflect; it demands that we engage deeply with the structures of power that surround us, and through it, he reminds us that art can truly transform the world.

Vally is an architect

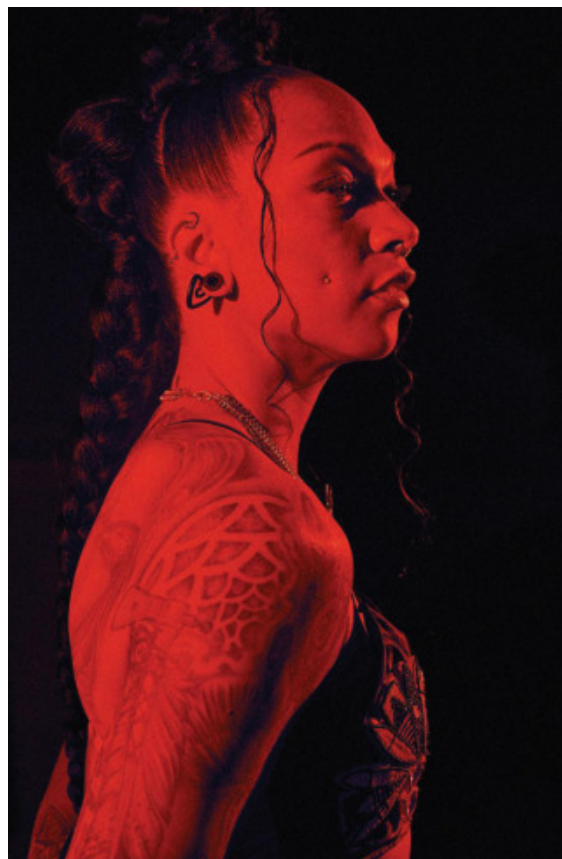
KALI REIS

38 • KNOCKOUT PERFORMER

By Lily Gladstone

Kali Reis is undeniable. She arrived swiftly and strongly, with a dynamic screen presence, undoubtedly due to her command of her physical form. Many actors hone and build these skills as an athlete would, and not surprisingly, given her career as a professional boxer, a litany of boxing analogies find their way into the actor's process. What many of us long to cultivate, Kali came in with as if she'd written the book on it. Her athletic career developed her focus, immediacy, physicality, acute listening, timing, and commitment to the present moment—these are clear in every frame she inhabits, including, recently, in *True Detective*. But even these exceptional attributes of her craft are ultimately eclipsed by the vulnerability and honesty of her soul. As with all great actors and badass Indigenous aunties, Kali's authenticity is grounded by love. Her heart leads, and it is undeniable.

Gladstone is an Oscar- and Emmy-nominated actor



NICOLA COUGHLAN

37 • TRUE GEM

By Shonda Rhimes

Nicola Coughlan may be best known for her stellar portrayal of the sharp-witted Lady Whistledown, but in real life, she is so much more. She is her own diamond of every season who lights up every room she enters. She is a warm, engaging, and thoughtful person who fights for causes she believes in and displays a generosity of spirit to everyone she meets. In Season 3 of *Bridgerton*, Nicola emerged as our leading lady with grace and power, touring the world and connecting with fans, bringing with her the magic and the joy that she embodies. The passion and excellence that she has brought to *Bridgerton* is only just the beginning of the long, successful career she is inevitably bound to have. Dearest gentle reader, the best of Nicola is yet to come ...

Rhimes is the CEO of Shondaland and an executive producer of Bridgerton



ASHLEY PARK

33 • TRIPLE THREAT

By Tina Fey

Ashley Park vibrates with energy and warmth like a downed power line on a beautiful summer night.

Spending time with Ashley is a cross between Paris Fashion Week, one of those dancing inflatables outside a car wash, and a TikTok compilation of “funniest jump scares.” I first met Ashley when she auditioned for the role of Gretchen Wieners in *Mean Girls* on Broadway. She got the part immediately and went on to be nominated for a Tony. Her singing, comic timing, and heart-wrenching vulnerability were everything we needed. But on her way out of the room, she also stopped to make sure our director Casey Nicholaw knew that she could dance, and that he could give her as much challenging

choreography as he wanted. So Ashley spent the next two years jumping around in impossibly high heels. She’s basically been jumping around the world in impossibly high heels ever since.

With breakout roles on *Emily in Paris*, *Joy Ride*, *Girls5eva*, *Beef*, and *Only Murders in the Building*, Ashley’s presence in a project signals that what you’re watching will be fun, fresh, and relevant. She is an ultramodern woman—smart, kind, relatable, and uniquely beautiful. She works super hard while remaining completely at play, which is what makes her such a pleasure to watch. I predict Ashley’s career will be so long that we’ll still be watching when she has to switch to flats.

Fey is an Emmy-winning actor, writer, and producer

AMBIKA MOD

29 • REAL DISCOVERY

By Mindy Kaling

Like everyone else in the world, at the end of the day, I lay on my sofa, turn on the TV, and say: “Uch, there’s nothing to watch.” Which is insane because there’s clearly thousands of things to watch. But it feels like there’s nothing to make you sit up, lean forward, and say, “Wow, I’ve never seen that before.” But that’s exactly how I felt when I saw Ambika Mod in the Netflix miniseries *One Day*. Ambika’s character, Emma, is at the heart of this sweeping love story, which had the distinction of making millions of people weep uncontrollably, internationally, when it dropped. And even though I was one of those weeping people, I was also struck by how deeply funny Ambika was. Her Emma had so many unexpected qualities: she was cynical, goofy, vulnerable, and sexy. I was immediately googling Ambika to find out more. And I think that’s when I knew I was a fan for life, when I lay on my sofa in the dark, disappearing into an online spiral to find out what’s next for Ambika Mod.

Kaling is an actor and an Emmy-nominated producer and writer



PARK: LEEOR WILD—TRUNK ARCHIVE; MOD: HOLLIE FERNANDO



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NE>T *Phenoms*

ANNA SAWAI

32 • BRIGHT STAR

By *Hiroiyuki Sanada*

Anna Sawai could play any role on this earth, or in space. Period pieces or far-future films—she is so talented that she can do anything. *Shogun* was our first time working together. It was also her first time starring in a samurai drama. The effort she put into creating her character, Lady Mariko, was incredible. She had to learn so many things so quickly: riding a horse, walking in a kimono, fighting with a *naginata*, and performing in both English and samurai-era Japanese, which we never use in modern life. She'd call me on the weekend about the next week's dialogue, and we'd talk about the meaning and the pronunciation, the rhythm and tone. The script was always changing, but she'd memorize it perfectly, and perform it with such power. She brought a kind of peace to the set, bringing everyone together: the Western crew, the Japanese crew. She was so kind, and thoughtful, and she played her role with such grace. This September, she won an Emmy—the first Asian actor to win in her category. From here, she'll just get bigger, and bigger. I can't wait to watch.

Sanada is an Emmy-winning actor and producer

PHOTOGRAPH BY TRACY NGUYEN





FRED RICHARD

20 • HIGH-FLYING INSPIRATION

By Stephen Nedoroscik

Fred Richard improves faster than any other gymnast I have ever seen. He's an amazing gymnast, as well as an amazing advocate for the sport. Men's gymnastics hasn't had its time in the spotlight in many years, but Fred is working harder than anybody else

to change that. During his Olympic pursuit, he grew the sport's fan base through social media and televised appearances.

It's not just his motivation that makes him who he is, though. Fred lives for high-pressure situations. During the Olympic Games, we knew strategically that we needed a massive score on the horizontal bar. Fred being in the anchor position for the

bar meant he was facing the highest pressure, and he completed the best routine of his Olympic Games. Thanks to him, we took home Team USA's first men's gymnastics medal in 16 years. His innate ability to thrive in high-stress environments is why he has changed this sport and will continue to do so.

Nedoroscik is a two-time Olympic bronze medalist



RUKSHANA KAPALI

25 • WINNING RECOGNITION

Despite Nepal's reputation as a beacon of LGBTQIA+ rights in South Asia, activists are still pushing for greater protections for its transgender community—and Rukshana Kapali is leading the charge. A fourth-year law student and a transgender woman from the Newa Indigenous nation, Kapali has filed more than 50 cases against the Nepalese government since 2021 pushing for changes in policy. Of the 20 lawsuits she filed at the Supreme Court, only one so far has reached a verdict, but it's a meaningful first victory: a November ruling narrowly granted her full legal recognition as a woman. While other transgender people will have to similarly petition for gender recognition, Kapali's court win sets a legal precedent that may assist their cases. She believes her work is just beginning: "Suing them and holding them accountable in the court of law is also saying that we are not stoppable and we'll keep on fighting." —Chad de Guzman

SUMMER MCINTOSH

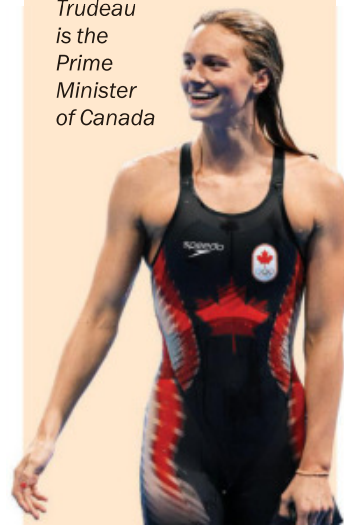
18 • SENSATIONAL SWIMMER

By Justin Trudeau

Summer McIntosh's parents used to heat up their backyard pool so she could swim during the cold Canadian winters. A decade later, their daughter is a superstar at age 18 and still warming up.

As one of Canada's star athletes in Paris, Summer won four medals and became the only Canadian athlete to win three golds in a single Olympic Games. Her performances in the pool were remarkable as she brought our nation to its feet and inspired the new generation of Canadian swimmers to dream big. Summer and all of Team Canada made us proud as we continue to celebrate their hard work, dedication, and sporting excellence. It truly was the "Summer of Summer." And while she's come a long way from taking laps in her family pool to reaching the top of the Olympic podium—Summer McIntosh's story is truly just getting started.

Trudeau is the Prime Minister of Canada



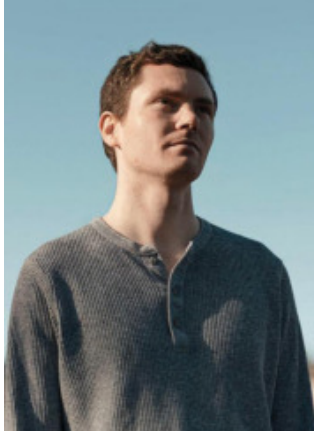
AMELIA DIMOLDENBERG

30 • CHEEKY CREATOR

By Sean Evans

When I first met Amelia Dimoldenberg, the mind meld was as intense as you'd expect from two people who, on opposite sides of the pond, have made a living out of interviewing celebrities while eating chicken. (Who would have thought?) In her, I see a freakish work ethic and an impulse to serve an audience over herself. She's so singular in what she does, turning awkwardness into entertainment gold, that I see no limits to what she's capable of. To me, Amelia offers both the magnetic appeal of the new-school creator and the showbiz chops of a classic presenter. And she crushes the hardest job in entertainment—red-carpet reporter—with her quick wit and cheeky sensibility. I'm blown away by how Amelia wears every hat as the auteur of her own success. Perhaps best of all, she's a truly sweet and kind person—just as lovable in real life as she is on camera.

Evans is the co-creator and host of Hot Ones



SHOLTO DAVID

33 • GETTING SCIENCE RIGHT

By Jamie Hyneman

We live in an era when spreading misinformation has become normalized, in large part thanks to certain politicians shamelessly doing that to further their agendas. Sometimes misinformation can be a simple mistake. But when dishonesty or lack of diligence occurs in scientific work and peer-reviewed papers, that is not a harmless error. It not only diminishes trust in science, but can also derail scientific work from advancing or helping people.

Sholto David has made it his mission to shine light on shoddy scientific studies like some sort of superhero—albeit without the spandex costume. The molecular biologist has spent years combing scientific journals for errors, from manipulated images to botched math and outright deceit, leading to dozens of scientific papers being flagged for review, and the retraction of studies from high-profile organizations. His persistence will not only potentially save lives in the case of medical research, but will also bolster the credibility of scientific work, scientists, and even science itself.

Hyneman was a co-host of MythBusters

LUCÍA LINARES

45 • RETURNING TO ORBIT

The European Space Agency (ESA) was effectively grounded from December 2022 to July 2024, after a failure of its new Vega-C rocket, the retirement of its workhorse Ariane 5, and the end of its partnership with Russia (with its Soyuz booster). Enter Lucía Linares, the ESA's head of strategy and institutional launches. Under Linares, the ESA pivoted, securing alternative launches aboard SpaceX's Falcon 9 rocket for a trio of projects, including the Hera mission to the asteroid Didymos. More significantly, Linares spearheaded work with 22 ESA member states and 600 companies to bring the Vega-C closer to relaunch, with a successful engine test in May; operational flight is in sight before 2025. And in July, the Ariane 6—the next generation in the Ariane series—successfully lifted off from Europe's spaceport in French Guiana. “The first launch of Ariane 6 was the culmination of the individual commitment, enthusiasm, and yes, sometimes tears, of thousands of people contributing their own valuable knowledge and expertise,” Linares says. Key among them, of course: Linares herself.

—Jeffrey Kluger



SARAH LEE AND CHRISTINE CHANG

44 & 42 • BEAUTY MOGULS

By Katie Fang

When I first met Sarah Lee and Christine Chang, I saw what sets their skin-care brand, Glow Recipe, apart. Sarah and Christine's passion for their work is so evident that it has resulted in a dedicated, intimate community built on trust and loyalty. That's why I was thrilled when they asked to collaborate—I was excited to work with founders who have made such an impact.

There are no other skin-care brands that are this fun, colorful, and unique. The Korean-beauty-inspired company uses cool packaging and colorways to create a visually appealing brand image. That image no doubt contributed to the brand's expansion over the past year, launching in over a dozen new markets. Over the past 10 years, Sarah and Christine have helped introduce K-beauty to consumers across the world in a way that is accessible. Rather than feeling obligated to do my skin care every day, I find myself looking forward to using my cute, fruity babies.

Fang is an online creator and influencer

ILONA MAHER

28 • CELEBRATING STRENGTH

By Lindsey Vonn

It's about time we all paid attention to a woman like Iлона Maher! Many women, including myself, have tried to advocate for strong women of all shapes and sizes, but Iлона has taken that to a whole new level. She represents not just physical strength but also what internal confidence looks like. Her Paris Olympics journey was unmissable online, and it's clear why. She is open, honest, and unafraid to tell people how it is. She works hard, shows her muscles, recently posed for the cover of *Sports Illustrated Swimsuit*, and ate a giant croissant in Paris that I was very jealous of. Iлона is all of us.

In a social media world of fake perfection and judgment, Iлона is showing the next generation of women that every shape and size can be both strong and beautiful. That Iлона was part of the team that won the first U.S. Olympic medal in Women's Rugby Sevens is just one of the many reasons we love her. I'm so proud to have someone like her represent our country and be a role model for so many women, including me.

Vonn is a three-time Olympic-medalist skier



MIKE CESSARIO

42 • MARKETING GENIUS

By Tony Hawk

Mike Cessario is a skateboarder at heart. He understands being passionate about something that was once considered unpopular or possibly unmarketable. So when he turned his attention to selling canned water in 2017, he used his advertising background and skateboarding ethos to create the irreverent brand known as Liquid Death. It exceeded all expectations, soaring past \$250 million in sales only six years later thanks to viral marketing campaigns and allowing consumers to look cool while drinking water instead of alcohol at parties and events. Most of the marketing is tongue-in-cheek, resonating with a younger crowd that appreciates the edgy campaigns. By March 2024, Liquid Death closed a \$67 million funding round, putting the company's valuation at \$1.4 billion while expanding the product line to iced teas and sparkling water. As a fan and investor, I take delight in "murdering" my thirst with canned water while "shredding" ramps.

Hawk is an entrepreneur and former professional skateboarder



SHABOOZEY

29 • NASHVILLE'S NEW SUPERSTAR

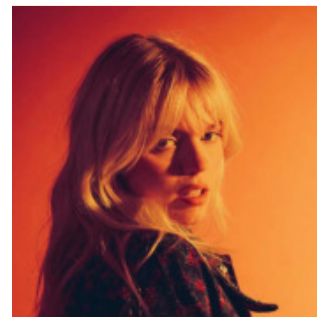
By Jelly Roll

There are many things I could tell you about Shaboozey. He's innovative. He's honest. He's charismatic, and charming in a way that's real. There's something about him that makes you just happy he's there.

As a native Nashvillian, I'm proud to have Shaboozey represent country music. He's celebrated for many reasons, his talent being an obvious one. His work ethic is another: I saw one time he went and did a one-off in Cannes between shows in California and Miami. He is a working man. Sure, he also has a viral, can't-get-it-out-of-your-head hit in "A Bar Song (Tipsy)." Not to mention a CMA Awards New Artist of the Year nomination, and an ardent love of the genre. I'm proud to have him out on my Beautifully Broken tour this year—he's one of the hottest acts around.

What people may not realize about him, however, is what a truly good listener he is. How genuine he is with his words. He will look you right in the eyes, and respond with care. It's that thoughtfulness that I am looking forward to having around us all for many years to come.

Jelly Roll is a Grammy-nominated musician



RENEÉ RAPP

24 • MAGNETIC ACTOR

By Busy Philipps

It's difficult to describe what it's like to be in the magnetic orbit of Ms. Reneé Rapp. What can you say about a girl who was an icon the moment she arrived? After two seconds in her presence, I immediately thought, This is the most confident, hilarious, fascinating, and effortlessly talented person I've ever met. And honey? In my 25 years in Hollywood, I've met just about everyone.

When Reneé is onscreen, it's simply impossible to look anywhere else—her talent is innate and her charisma is palpable. When she opens her mouth to sing, what comes out is jaw-droppingly pure and powerful. But it's when Reneé is just being Reneé that her real superpower shines. She is unapologetically herself. She has no need for a filter because she stands firmly rooted in her beliefs and laser-focused on her vision. I may have played her cool mom in *Mean Girls*, but there's a reason why, at age 24, Reneé is literally mother.

Philipps is an actor, author, and activist

JANNIK SINNER

23 • TENNIS ACE

In 2024, Italian tennis phenom Jannik Sinner won his first two majors and ascended to world No. 1. Spain's Carlos Alcaraz won the other two Slam tournaments. The pair's matchups could fuel men's tennis for the next decade. "It's nice always to have someone who pushes you to do better," says Sinner.

This summer, a doping controversy threatened to overshadow his accomplishments, but a tennis integrity agency cleared him of any fault for testing positive earlier in the year for trace amounts of a banned substance. A U.S. Open victory in September helped quiet concern. "I haven't done anything wrong," he says. "I'm happy that this is now behind me."

For his part, Sinner credits his rise to his focus on fundamentals. "When you try to become a good cook, in the beginning, most likely the dish is not going to be good," says Sinner. "But you keep trying. After, it becomes a good dish to eat, no?" After his chef's kiss of a tennis campaign, we'll take Sinner at his word. —Sean Gregory



COLE ESCOLA

37 • COMIC REVELATION

By Cynthia Nixon

When my wife and I went to see *Oh, Mary!* off-Broadway this spring, I thought, How can this possibly be as funny as everyone and their mother has told me it is? And then—oh, my God—it was funnier! Playing Mary Todd Lincoln as a lascivious, alcoholic, untalented, wannabe cabaret performer in a tight, 80-minute romp that combines drag, U.S. history, Shakespeare, vaudeville, and, yes, cabaret, the singular Cole Escola has penned the most creative, unexpected, outrageous, and funniest play to hit Broadway since I don't know when. And as an actor, I can tell you that Cole's jaw-dropping rendition of their unlikely chosen role is a lesson to thespians everywhere in what committing to a character really looks like. Their boffo hit combined with their recent bravura fashion triumphs have made them very much the person of the moment. When you look up *tour de force* in the dictionary, there is now simply a picture of Cole.

Nixon is a Tony-, Grammy-, and Emmy-winning actor and activist

JADÉ FADOJUTIMI

31 • VIVID PAINTER

Jadé Fadojutimi is an artist on the rise. The British painter of Nigerian descent is known for producing monumental pieces boasting loud colors—canvases that are inspired by both Impressionism and Japanese animation, and designed to be a visual representation of her anxieties about climate change and the COVID-19 pandemic. This year, her 2021 painting *The Woven Warped Garden of Ponder* set a new auction record for the third time in five months when it sold for \$2 million. She's represented by the prestigious Gagosian Gallery, and her work has been collected by the Metropolitan Museum of Art, the Studio Museum in Harlem, the Tate, and the Los Angeles County Museum of Art. Going forward, Fadojutimi hopes to make more art that is accompanied by music. "I call myself a composer of color because my dream is to perform painting with a live orchestra," she says. "I believe I'm more than just a painter."

—Olivia B. Waxman



PLAIFAH KYOKA SHODLADD

19 • MARSHALING SUPPORT

When queer-rights activist and author Plaifah Kyoka Shodladd spoke in Thailand's parliament, the weight of a generation was on their shoulders. "It felt like I was carrying my Gen Z-ness," the 19-year-old says, "to really show that the parliament actually belongs to the people."

Kyoka addressed lawmakers as a member of a committee on a landmark marriage-equality bill. They are the face of a new generation of Thai activists taking the baton in the country's decades-old LGBTQ movement, which has seen crucial successes over the past year. The bill passed in June, putting Thailand in line to be the first Southeast Asian country to legalize same-sex marriage.

There's more ahead, as activists set their sights on queer reproductive rights and gender-recognition laws. Kyoka believes that if communities work in tandem, change is within reach. "The marriage-equality bill really showed us how important it was for intergenerational activism, and how we can actually work together," says Kyoka. "Activism doesn't happen only with one generation or one group of people." —Koh Ewe



C.J. STROUD

22 • THE PRIDE OF HOUSTON

By J.J. Watt

In 2017, when Hurricane Harvey hit, the city of Houston was devastated. Lives were lost, homes were destroyed, and Houstonians were left not only picking up the pieces after one of the most brutal storms in history, but

also picking up one another. I'll never forget images of neighbors sitting on buckets, gathered around a portable television in a house with no walls, watching the Astros as they went on to win the World Series.

Hope.

The Astros gave them hope.

Something to look forward to, something to believe in, something to be proud of.

In 2024, C.J. Stroud is that hope.

You might think it's because he's coming off arguably the greatest rookie season of any quarterback in NFL history. Or because he's helped put the Texans in legitimate Super Bowl conversations as he enters only his second season.

And you'd be right.

Partially.

But it's also the hurricane-cleanup efforts, school-supply drives, grocery giveaways, and youth camps. It's the way he praises his teammates and projects positivity even amid adversity. It's how he carries himself and who he is.

He is someone to believe in and someone to be proud of.

He is Houston.

Watt is a philanthropist and a former Houston Texans defensive end

ARIAN SIMONE

43 • INDOMITABLE INVESTOR

By Stacey Abrams

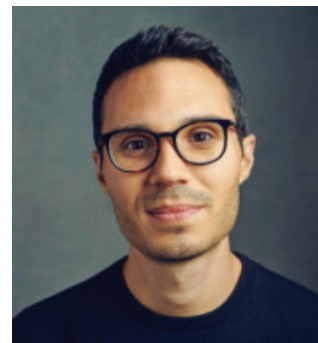
"Fearless" is not only the title of Arian Simone's venture-capital fund; it defines her approach to the unrelenting attacks from cynical reactionaries determined to dismantle diversity, equity, and inclusion (DEI). Anti-DEI factions fear competition, and rather than work harder and smarter, they sue to stop progress. Timid corporations disavow DEI's core values, publicly admitting their moral cowardice, but Arian refuses to back down. Fearless Fund invests in those too often left behind by banks and other VCs. She fights steadfastly for what she believes



in—just as she did in her recent, ardent defense of a Fearless Fund program that gave grants to businesses owned by Black women, before the program ended in a lawsuit settlement, which I take as a tacit acknowledgment by DEI opponents that their case lacked merit. Arian knows

that our beliefs cannot be litigated into obsolescence. They must be defended by brave souls committed to what's right. One grant at a time, Arian guarantees others the freedom to build their own American Dream.

Abrams is an author and a voting-rights activist



NICK GREEN

39 • GOOD-FOR-YOU GROCER

By Seth Goldman

Nick Green refuses to accept geography as destiny. It used to be that if you mapped access to healthy foods by neighborhood, that map also illustrated health outcomes and life expectancy by neighborhood. For 10 years, Nick has been working to rechart those maps as CEO of Thrive Market, which ships healthy food around the country. By expanding access to affordable and healthy food—this year Thrive announced it would accept SNAP benefits—he has been working to democratize better diets.

Food entrepreneurs have a uniquely intense kind of stress. Selling millions of food items every week means millions of opportunities for things to go wrong every day. But as Nick knows from his own childhood of limited access to healthy food, the juice is worth the squeeze.

Goldman, an investor in Thrive Market, is chair of Beyond Meat's board and CEO of Just Ice Tea

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DISCOVER
Puerto Rico

NEXT *Advocates*

JAYLEN BROWN

27 • GAME-
CHANGING
CHAMPION

By Colin Kaepernick

Jaylen Brown is more than an NBA star; he's a force for justice and change. Watching him lead the Boston Celtics to an NBA championship in June was inspiring, but what truly stands out is his commitment to uplifting others. In 2023, he signed one of the largest contracts in NBA history—\$304 million—which was finalized while he was working with students in a high school robotics class. This act showed how he sees his success is deeply tied to his commitment to future generations.

After his 2024 championship win and selection as the Finals MVP, Jaylen launched Boston XChange, an initiative to build generational wealth in communities of color. This October, its incubator, created in partnership with the JLH Fund, will convene its first class of entrepreneurs from underinvested backgrounds, offering support such as workspaces, workshops, and grant funding. Boston XChange is not just a program—it's a blueprint for change. Jaylen isn't just an athlete; he's a beacon of hope, showing us that true power lies in lifting others up. I stand with him, inspired by the path he's paving for us all.

Kaepernick is an activist and a former NFL quarterback



MARLENE ENGELHORN

32 • RETHINKING PHILANTHROPY

By Darren Walker

During the next two decades, some \$84 trillion will pass from older generations to their Gen X, millennial, and Gen Z heirs, the greatest transfer of wealth in human history. Also for the first time in history, many on the receiving end recognize that the same economic system that produced this wealth has simultaneously generated global inequality and climate crises. Enter the extraordinary Marlene Engelhorn, 32, Austrian heiress to the BASF fortune. When she inherited the equivalent of more than \$27 million, she pledged to give it away—not via an endowed institution that bears her name, but through a representative council of 50 ordinary Austrians, who in turn granted it to 77 charitable organizations. Marlene leads the vanguard of a new philanthropy, focused less on “giving back” and more on the conviction that we, the extremely privileged, must also be willing to give something up. In this way, we can strengthen the democratic capitalism that created both excess wealth and philanthropy in the first place. As such, Marlene embodies an audacious new archetype—and a righteous call for philanthropy in service of justice, not merely generosity.

Walker is president of the Ford Foundation

CINDY NGAMBA

26 • FIGHTING FOR REFUGEES

By Yusra Mardini

Cindy Ngamba's spot on this list is a powerful testament to her incredible journey. This year, she made history as the first athlete ever to win a medal for the Refugee Olympic Team, clinching bronze in women's boxing and inspiring millions. As a former refugee and member of the Refugee Olympic Team, I understand the profound significance of this achievement. Competing as a refugee isn't just about personal victory; it's about representing the 120 million displaced people worldwide. It's an opportunity to embody hope and show what refugees can accomplish when given a chance.

Cindy's story highlights the transformative power of sport. Forced to flee Cameroon at just 11, her path was challenging, but boxing became her lifeline as she adjusted to her adopted home in the U.K., supporting her mental health and helping her connect with new communities. Her middle name, Winner, is more than fitting—her journey is a true reflection of resilience and the extraordinary impact of never giving up.

Mardini is a Goodwill Ambassador for UNHCR



ABIGAIL ECHO-HAWK

45 • FROM PAIN TO PROGRESS

By Patty Murray

Abigail Echo-Hawk refuses to let our Indigenous peoples be overlooked. Her journey, from Seattle Indian Health Board patient to its executive vice president, is inspiring. And her record—including getting 98% of American Indians and Alaska Natives in King County vaccinated for COVID-19—is impressive.

She knows how to turn pain to progress: in 2018, turning frustration about the crisis of missing and murdered Indigenous women and girls into resolve for action; in 2020, turning body bags received in lieu of COVID-19 supplies into a ribbon dress that sent a statement of perseverance; and now, turning gaps in national policy into data that tells the story of inequities too long ignored—data transformed into a force for change. Abigail works passionately to make sure everyone is counted and every voice is heard. She understands the same truth that drove me into politics: when you feel frustrated, turn to action. When you notice voices are missing from the conversation, speak up.

Murray, a Democrat, is a U.S. Senator for Washington

TIM LATIMER

33 • GEOTHERMAL INNOVATOR

By Tom Steyer

At a time when emission reductions are vital, energy demand has surged to a record high as a boom in AI and data centers pushes our nation's grid to the brink. Leveraging multiple forms of renewable energy will be critical to meeting this demand and advancing the climate transition.

One such solution is geothermal, which could eliminate close to 800 megatonnes of emissions annually by 2050. Luckily, Tim Latimer, co-founder and CEO of Fervo Energy, has stepped up to the plate through his development of next-generation geothermal projects. Latimer uses fracking technology to supercharge the output of geothermal wells. Last year, in collaboration with Google, his startup piloted a first-of-its-kind commercial-scale power plant, and in November, the Nevada plant began pumping electricity into Google data centers. Getting juice to the grid is a key milestone for energy startups—and one many never reach.

Steyer is co-executive chair of Galvanize Climate Solutions, which invests in Fervo Energy



AGATHER ATUHAIRE

36 • TRUTH TELLER

By Tigere Chagutah

Agather Atuhaire wears many hats: journalist, lawyer, human-rights activist, and whistle-blower. She worked as a journalist and used social media activism to expose maladministration, high-profile corruption, and malfeasance by public officials in Uganda. As co-leader of a powerful and growing online human-rights movement called AGORA, Agather uses social media to crowdsource information on rights abuses by those in power, and to demand accountability from government, parliament, and civil society in Uganda. Her powerful activism stands out especially in Uganda, where female human-rights defenders have been targeted by authorities with trumped-up charges, arrests, and convictions based on draconian cyberlaws. For her bravery, she was given the E.U. Human Rights Defenders Award in 2023 and a 2024 International Women of Courage Award. Agather's incredible courage will continue to be a formidable challenge to public institutions and officials that have long conducted themselves with impunity in Uganda.

Chagutah is Amnesty International's regional director for East and Southern Africa

MAHRANG BALOCH

31 • MARCHING FOR JUSTICE

For all the hope she represents, Mahrang Baloch is unsure if she'll live to see a day when her community is no longer in turmoil. "Maybe," says the 31-year-old doctor, who has been the target of harassment, arrests, and assassination attempts. "Our life is not certain in Pakistan."

Over the past two decades, a state crack-down on an insurgency in the country's Baloch minority has led to widespread forced disappearances and extrajudicial killings—allegedly including that of Mahrang's father, an activist whose body was recovered in 2011.

With many of the community's men missing or dead, women like Mahrang are now at the helm advocating peacefully for Baloch rights. Last December, she led hundreds of women in a long march to the capital, Islamabad, demanding justice for their husbands, sons, and brothers.

The march brought unprecedented attention to the Baloch struggle, and Mahrang believes the momentum she has built will carry on. "There is a lot of threat. There is a lot of oppression," she says. "Still ... we will struggle for humanity." —Koh Ewe



ALON-LEE GREEN AND RULA DAOOD

36 & 39 • FOSTERING SOLIDARITY

If discourse surrounding the war in Gaza has been divided into two categories—pro-Israeli and pro-Palestinian—then Alon-Lee Green and Rula Daood inhabit the space in between. A Jewish Israeli and a Palestinian citizen of Israel, respectively, they serve as national co-directors of Standing Together, Israel's largest Arab-Jewish grassroots movement, which opposes the Israeli occupation of Palestinian territories, and advocates for peace, equality, and justice for everyone living between the Jordan River and Mediterranean Sea.

Before Oct. 7, Standing Together was known for its efforts opposing Israel's contentious judicial overhaul. Since then, however, it has focused on Arab-Jewish solidarity and ensuring that Gaza-bound aid convoys aren't obstructed by Israeli extremists—work that has been met with harassment and threats. As difficult as recent months have been, they believe this moment underscores the importance of their work. "Crisis can give you clarity," Green says.

—Yasmeen Serhan

KWAME OWUSU-KESSE

40 • INVESTING IN STUDENTS

In May, the Harlem Children's Zone announced a landmark strategy to chip away at the wealth gap. Over the course of the next year, the education nonprofit will invest \$10,000 each on behalf of over 2,200 students, recent and future graduates from two charter schools it runs in New York City. The money is a part of the nonprofit's Wealth Builds initiative, which combats intergenerational poverty.

For Harlem Children's Zone CEO Kwame Owusu-Kesse, who credits his education—and the scholarships that underwrote it—with making possible the life he has had since, the work is personal. “I want my story to matter,” he said earlier this year.

The funds will be professionally managed until students turn 25, and they are accompanied by conditions, including finishing high school and college. Their use is restricted to wealth-building purposes, like education or a business investment. In total, Owusu-Kesse aims to raise \$300 million for the program, eventually expanding to 10,000 students across 11 cities.

—Tharin Pillay



EMMA BROWN

31 • COMBATTING GUN VIOLENCE

By Mark Kelly

Nothing gives me more hope for the future of our country than young Americans who are willing to fight for it, and no one embodies that spirit more than Emma Brown. Emma is a gifted strategist and an inspiring leader of people. Across my two campaigns in Arizona, she built back-to-back operations that recruited thousands of volunteers and reached millions of voters. Her talent and hard work are a big reason why I'm in the Senate and Joe Biden is in the White House.

Emma puts her whole self into whatever she works toward, which not only makes her effective, it also lifts the people around her. That's what she has brought to her current role leading my wife Gabby's organization, Giffords, where they're working together to reduce gun violence and save lives. I know she'll be successful there too. There is no fight too big for Emma Brown.

Kelly, a Democrat, is a U.S. Senator for Arizona

CALEB PARKER

42 • RELIGIOUS REFORMER

By Helen Ryde

Many queer folks fled the United Methodist Church (UMC) after its 2019 General Conference—which added even more homophobic prohibitions to church rules—but Caleb Parker did the opposite and made his return. Raised as a United Methodist, he had stepped away from the church for a while, but the harmful new policies galvanized him into action. Caleb got himself elected as a lay delegate for the 2024 General Conference, and initiated the formation of the church's first-ever Queer Delegate Caucus. I was proud to be one of his co-founders.

His strategic thinking helped clarify our role at the conference, and enabled us to have a substantial influence on the outcome, which ended up being greater than we could have predicted—in a historic vote in May, we saw the complete overturning of the UMC's anti-LGBTQ stance. Caleb inspires me to keep insisting that the church can, and must, do better.

Ryde is a regional organizer at Reconciling Ministries Network



MICHELLE MORSE

42 • HEALTH-EQUITY CHAMPION

By Ophelia Dahl

Michelle Morse has an unwavering commitment to equity. A gifted physician, she worked with Partners in Health in Haiti and Rwanda to ensure fellow clinicians understood the socioeconomic barriers patients faced so they could provide the best care. She later co-founded nonprofit EqualHealth to expand on that work, creating a global organization to build awareness of social and structural factors affecting health. Now, as New York City's first chief medical officer, Michelle remains true to her values. Starting in 2021, she helped revolutionize a system-wide assessment that led to a reduction in wait times for kidney transplants for Black patients. She's also working on racial imbalances in other areas, from C-sections to hypertension medication. Michelle is a trailblazer who draws people together and makes each of us accountable for change. I know she will continue to inspire and lead the movement for equity forward.

Dahl is a co-founder of Partners in Health

KAT GRAHAM

35 • ARDENT
AMBASSADOR

By Filippo Grandi

In a world seemingly full of bad news, actor and singer Kat Graham's dedication to advocating for the more than 120 million people forced to flee is worth celebrating.

For Kat, the refugee cause is personal. Her grandfather was a refugee from Liberia; her grandmother escaped the Holocaust. Her life and success is a direct result of what's possible when refugees are welcome. As a Goodwill Ambassador for UNHCR, the U.N. refugee agency, Kat has been passionate about bringing attention, funding, and empathy this year to refugee crises in Africa the world seems to forget: Sudan, South Sudan, and Ethiopia, where refugees are on the front lines of climate change.

She has shown tremendous commitment, through words and actions, to reminding the world that all refugees carry their talents, skills, and dreams with them, wherever they go. I am grateful to Kat for her steadfast support to refugees and the work of UNHCR.

Grandi is the U.N. High Commissioner for Refugees



JASON GLASER

46 • COMBATTING
EXTREME HEAT'S
CONSEQUENCES

By Joaquin Castro

As a filmmaker in Nicaragua, Jason Glaser saw young, otherwise healthy workers fall victim to chronic kidney disease, a result of long, intense work in high temperatures. Extreme heat may be here to stay, but Glaser believes governments must do more to protect workers from preventable heat deaths. Over the past decade, his foundation, La Isla Network, has advanced global research and advocacy on the human consequences of extreme heat.

In the Nicaraguan communities where Glaser's work began, his push for rest breaks, hydration, and paid leave has reduced kidney injuries by two-thirds. His work carries major implications in the U.S., where proposed local and national standards have faced political headwinds.

After the recent death of a Florida farmworker, Glaser urged U.S. policymakers to use tools he developed abroad to protect workers at home. As his influence grows, Glaser's efforts will undoubtedly save lives in a warming world.

Castro, a Democrat, is a U.S. Representative for Texas

THOMAS NJERU

38 • HAVING
FARMERS' BACKS

Smallholder farmers are often just one drought or flood away from a crisis. As the global climate shifts to be hotter and less predictable, the risk they face only stands to grow. Thomas Njeru, the co-founder and CEO of Pula, a Nairobi-based microinsurance business that serves over 20 million farmers across Africa, Asia, and Latin America, saw these challenges firsthand while growing up in rural Kenya. "After a drought, it would take farmers up to five years to get back to where they were because they don't have money to replant," he says. Pula's insurance payouts, totaling over \$120 million, allow them to bounce back more quickly. Pula leverages on-the-ground and satellite data with its own AI models to calculate premiums, keeping costs low. This innovative approach gives financial institutions the confidence to extend credit to farmers—leading to a 16% rise in investment and an impressive 56% yield boost for Pula-insured farms. In the spring, Pula itself secured \$20 million from investors—a sizable sum Njeru plans to put toward a rapid expansion, with the goal of reaching 100 million small-scale farmers by 2029. —Harry Booth



TARA RAGHUVIER

32 • FIGHTING
FOR RENTERS

By Sara Nelson

Solidarity is stronger than gravity—and stronger than the corporate greed that's invaded every aspect of American life. But building it is hard. It requires empathy, commitment, courage, and clarity of vision. From years of experience, I can tell you that housing advocate Tara Raghuvier has done something remarkable. Starting with her neighbors in Kansas City, Mo., she created a tenants union that's become a leader in the fight for better regulations, protections, and rights for renters. This year she expanded her reach, launching the Tenant Union Federation to help others across the country build power, and forging a movement of working-class solidarity changing the way Americans think about rent, housing, and our basic rights. Her organizing could impact millions and shift our national conversation about housing. And just as important—Tara has helped thousands embrace the power that's available to all of us through solidarity.

Nelson is international president of the Association of Flight Attendants

HAMADA SHAQOURA

33 • FEEDING GAZA'S CHILDREN

A year ago, Hamada Shaqoura ran a marketing business promoting Gaza's once thriving food scene. The Israel-Hamas war—and the destruction, displacement, and food insecurity that have accompanied it—ended that career. In the months since, the 33-year-old has found a new platform as a wartime food blogger, cultivating recipes from the limited ingredients coming into Gaza through aid packages.

Shaqoura's videos, showing him cooking and distributing meals, have earned him hundreds of thousands of followers and offer a glimpse of life and resilience under bombardment. Though his



expression is always stern—a way, he says, of signaling his disapproval of conditions in Gaza, where inadequate humanitarian aid has created a persistent risk of famine—it contrasts with the excitement of the children who receive his creations, including burgers and “Gazan-style” tacos. Shaqoura says he posts his videos in part to spotlight how vital it is for the children

around him to receive proper nutrition. This summer, UNICEF reported that 90% of children in Gaza suffered from severe food poverty, putting their growth, and their health, at risk. “I took it upon myself to make delicious and clean food for the children of the tents,” he says via an interpreter. “I try to have a role in helping these children.”

—Yasmeen Serhan

MURRAWAH MAROOCHY JOHNSON AND MONIQUE JEFFS

29 & 24 • ECO-DEFENDERS

By Nemonte Nenquimo

Mining and oil executives tend to see us—young, Indigenous leaders—as obstacles to be overcome or, at best, as adornments for their websites and annual reports. It can often take years of organizing and struggle, and a brilliantly crafted lawsuit, to grab their attention. Australian climate activist Murrawah Maroochy Johnson and her Youth Verdict co-director Monique Jeffs did exactly that. In 2019, when a billionaire tried to build a mine that would produce 1.4 billion tons of coal on traditional Wirldi land, they led a broad, collective effort to stop him. In a lawsuit, they argued that the coal



mine would not only destroy the Wirldi territory in the Bimblebox Nature Refuge and surrounding areas, but would also violate the human rights of future generations by adding significant carbon to the atmosphere. They persuaded the court to hear Indigenous testimonies via stories, song, and dance. And they won.

They stopped the mine, but they didn't stop organizing, channeling the victory in

court into an Indigenous youth climate-action movement, and receiving international recognition for their efforts. In the Ecuadorean Amazon we have pursued similar strategies, and I see in Murrawah and Monique two inspiring comrades in struggle.

Nenquimo, co-founder of Ceibo Alliance and Amazon Frontlines, is a co-author of the book We Will Be Jaguars



MOLLY DUANE

38 • CHALLENGING ABORTION BANS

By Cecile Richards

Two years after *Roe v. Wade* was overturned, 1 in 3 women of reproductive age in the U.S. lives in a state with an abortion ban. Amidst the chaos and cruelty, lawyer Molly Duane and the Center for Reproductive Rights are a beacon of hope, challenging these bans in court and bringing attention to the harm they cause.

As a mom who has endured difficult pregnancies, Molly knows abortion isn't an abstract issue—it's deeply personal. She listens to women describe the pain of being denied essential health care, then asks, “How can I help?”

As her clients can attest, Molly is a tireless champion, a loyal friend, and a brilliant litigator who will not rest until justice is done. She's not just fighting for plaintiffs, including Amanda Zurawski and Kate Cox, she's fighting for a generation of women who have lost the right to determine their own lives and futures. It's a long-haul fight—but Molly is just getting started.

Richards is the co-founder of Charley, co-chair of American Bridge 21st Century, and a former president of Planned Parenthood

NEXT *Leaders*

AISHA NYANDORO

45 • FUNDING
FAMILIES

By Laurene Powell Jobs

Meaningful change often begins with having the courage and curiosity to ask nonobvious questions. Aisha Nyandoro, the founding CEO of Springboard to Opportunities in Jackson, Miss., has become a national leader in the quest to end generational poverty by basing her work on a radically practical approach: listening to those most in need.

Nyandoro asked mothers living in poverty in Jackson what challenges they faced and learned that almost all of them could be solved simply with money. So, in 2018, she launched Magnolia Mother's Trust, a first-of-its-kind guaranteed-income program that provides participants—all Black mothers living in affordable housing—with \$1,000 per month for one year, no strings attached, along with a college savings account for each of their children.

The concept is deceptively simple: give money to mothers in need and trust them with how to use it. The results have been life-altering—more than 400 women and their families have felt the lasting impact on their finances, parenting, health, and education, and the next cohort of the project will launch this fall. Aisha Nyandoro is challenging fundamental misconceptions about poverty, especially its association with race and gender. And she is helping to pioneer innovative policy changes that are making a difference.

Powell Jobs is founder and president of Emerson Collective, which named Nyandoro to its Dial Fellowship program in 2022

PHOTOGRAPH BY LELANIE FOSTER FOR TIME





ELIZABETH PRELOGAR

44 • FORMIDABLE LITIGATOR

By Merrick B. Garland

The cases the U.S. Supreme Court hears have profound consequences not only for the administration of the law, but also for the millions of Americans whose lives are shaped by the court's decisions. As Solicitor General, Elizabeth Prelogar represents the U.S. government before the Supreme Court. She is a phenomenally talented advocate who presents the government's case with eloquence, clarity, and rigor. It is clear the Justices respect her and appreciate her forthrightness in answering their questions. She masters the details of the most complex legal issues, while making clear what those issues mean for the public she represents. That is what she did, for example, when she effectively advocated for a woman's right to receive emergency medical care in *Moyle v. United States*, and successfully defended the constitutionality of a law that protects victims and survivors of domestic violence in *United States v. Rahimi*. Elizabeth Prelogar reflects the very best of who we are at the Justice Department, and of what it means to be a lawyer dedicated to public service. I know the American people will benefit from her public service for decades to come.

Garland is the U.S. Attorney General

HAL BRANDS

41 • DECIPHERING GEOPOLITICS

By John Cornyn

Political scientist Hal Brands' insights are essential reading for the public and policymakers alike on the most pressing national-security challenges of our time. With his understanding and lucid analysis of great-power politics, Hal, a professor at Johns Hopkins School of Advanced International Studies and senior fellow at the American Enterprise Institute, offers invaluable insights to everyone committed to deterring aggression and maintaining peace. He is a highly strategic thinker with a keen geopolitical sense and a special aptitude for explaining lessons from history as they apply to today's world.

As wars rage and global tensions intensify, policymakers should welcome Hal's counsel to help them make better choices. There are many who claim to understand and explain world events, but Hal is the gold standard by which others should be judged.

Cornyn, a Republican, is a U.S. Senator for Texas



PAETONGTARN SHINAWATRA

38 • TAKING THE REINS

This summer, Paetongtarn Shinawatra made history. On Aug. 18, just days before her 38th birthday, she was confirmed as Thailand's Prime Minister and Asia's youngest-ever female leader. Her rise wasn't exactly a shock: Paetongtarn is the youngest daughter of Thaksin Shinawatra, a billionaire media mogul who was elected Prime Minister in 2001, only to be deposed five years later. Since then, Paetongtarn's aunt and uncle have also held Thailand's top job, only to be toppled by judicial and military interventions. Paetongtarn's own elevation comes after Thailand's Constitutional Court controversially ousted a Pheu Thai Party colleague. If Paetongtarn is to avoid her family's legacy of political banishment, she must find ways to implement new economic policies while pacifying the nation's power nexus, which loathes the upstart Shinawatra political dynasty. Not that she is cowed. "Thailand needs change," Paetongtarn told TIME last year.

—Charlie Campbell



ANDY BESHEAR

46 • MAKING
POLITICS WORK

When Kentucky Governor Andy Beshear won re-election last year in a deep red state, he did so through his convincing portrayal of postpartisan leadership. The Democrat spoke of “one Kentucky” and cited the Bible’s story of the Good Samaritan. Perhaps more importantly, he pointed to the billions in federal dollars that he has brought to his rural state.

So it surprised no one this summer when Beshear, the most popular Democratic governor in the nation, made Kamala Harris’ short list as a potential running mate. The scion of Kentucky Democrats’ most formidable family, he has managed to lead his conservative state even as a Republican supermajority at the statehouse routinely sends him veto-destined legislation, delivering on big ideas like legalizing medical marijuana and expanding Medicaid to cover vision and dental care. And his commitment to reproductive rights has been as steady as his presence during a slate of floods and tornadoes, making the 46-year-old Beshear a winner of praise well beyond Kentucky. —Philip Elliott



ANIELLE FRANCO

40 • COURAGEOUS MINISTER

By Sonia Guajajara

For many in Brazil, including myself, Anielle Franco stands as a beacon of hope and resilience. From the vibrant streets of the Maré favela in Rio de Janeiro, which shaped her activism, to the halls of executive power in Brasília, hers is a journey of unyielding strength. After the heartbreaking public assassination of her sister Marielle Franco, a rising political leader, Anielle transformed grief into action. Today, as Brazil’s Minister of Racial Equality, she stands for marginalized communities, her passion rooted in her own experiences as a Black woman who has seen and felt racism. Through her work with the Marielle Franco Institute, she elevates the voices of the oppressed and is a fierce advocate for education and human rights. Anielle’s story is one of triumph over adversity. She embodies courage and dedication, is a loyal friend, and is a leader who is guiding Brazil into the 21st century.

Guajajara is Brazil’s Minister of Indigenous Peoples

BASSIROU DIOMAYE FAYE

44 • PIVOTAL
PRESIDENT

In April, just weeks after being released from prison, Bassirou Diomaye Faye was sworn in as Senegal’s youngest-ever President. The 44-year-old former tax inspector turned politician campaigned on an anti-establishment platform, pledging to combat corruption and introduce economic reforms. His victory was celebrated not only as a win for the democratic process in a region marred by a series of recent military coups, but also as the ushering-in of a new and younger political generation in Senegal, where the median age is just 19.

But Faye’s time in power hasn’t been smooth sailing. He has struggled to implement the promised reforms and, despite pledging to strengthen the country’s democratic institutions, has been seen to be at odds with the national press. Just six months into his tenure, Faye called for a snap election to break the political deadlock in the country’s parliament, where opposition parties continue to dominate—and, in his telling, obstruct his legislative agenda. The vote is due to be held on Nov. 17.

—Yasmeen Serhan





MARINE TONDELIER

38 • COALITION BUILDER

By Annalena Baerbock

We can only convince others if we have convictions ourselves, Marine Tondelier once wrote. And indeed, it's her own strong democratic beliefs that make Marine such a persuasive political force. Hailing from northern France, she is deeply rooted in local politics, where the heart of our democracy beats.

Marine has held her ground against those who attack our open societies. With her signature green jacket, mint-colored bike, and unmistakable sense of humor, Marine tirelessly defends our freedom, working toward an ecological transformation.

She knows that the greatest danger to democracy is not its enemies, but when its defenders fail to rally behind it. Ahead of this year's second round of the French parliamentary elections, Marine—the national secretary of France's green party—emerged as an effective bridge builder and assembled a diverse coalition of parties, united by the belief that democracy provides the best vision for our future.

Today she is one of the leading advocates for an open, progressive Europe. We need commitment like hers in these troubled times. We need strong personalities like Marine who stand up for their beliefs and refuse to back down.

Baerbock is Germany's Foreign Minister

DAMIAN WILLIAMS

44 • POWERFUL PROSECUTOR

Three years ago, Damian Williams was tapped to lead the U.S. Attorney's office for the Southern District of New York—the first Black person to hold the post in the storied unit's two-century history of prosecuting fraud, corruption, and other crimes. Since then, Williams has wasted no time in going after major targets. He led the convictions of FTX fraudster Sam Bankman-Fried, who was sentenced in March to 25 years in prison, and of former U.S. Senator Bob Menendez, who was found guilty of corruption and bribe taking. In September, his office charged Sean “Diddy” Combs with sex trafficking and racketeering conspiracy, and conducted a wide-ranging investigation that resulted in New York City Mayor Eric Adams being indicted on federal charges, including bribery and wire fraud. Williams has turned to novel phone-cracking techniques to advance his cases, helping his office seize \$2.2 billion in assets in 2023 alone. In an office where success can lead to bigger roles elsewhere, Williams is drawing notice. —Andrew R. Chow



NAHID ISLAM

26 • THE VOICE OF A MOVEMENT

Nahid Islam didn't have to get any older than 26 to help bring down one of the most powerful people in the world. The sociology graduate is one of the faces of a student movement that kick-started country-wide protests against Bangladesh's Prime Minister Sheikh Hasina. One of many protest leaders, he became more widely known after being tortured by the country's notorious intelligence services. Not long after, he delivered the students' one-point demand: Hasina must resign. “No one thought she could be toppled,” Islam says. Hasina fled the country on Aug. 5 following weeks of demonstrations.

The biggest challenge might still lie ahead. Islam is one of two Gen Z ministers in the interim government led by Nobel laureate Muhammad Yunus. Their task: repairing the democratic system that was eroded during the 15-year reign of an increasingly authoritarian government. “We should understand the pulse of the new generation,” Islam says. Political violence between parties, endemic in Bangladesh, must stop. “We need to move on.”

—Verena Hölzl





RACHEL REEVES

45 • ECONOMIC FORCE

By Janet L. Yellen

The economic challenges we face today—from promoting sustainable and inclusive growth to addressing global shocks—demand steady leadership and smart policy. Rachel Reeves has been an outspoken advocate of modern supply-side economics—and she has built on it, putting forward a new industrial strategy for the United Kingdom and showcasing the potential for common approaches across borders. Since her historic appointment as the first female Chancellor of the Exchequer in July, Reeves has promoted policies to create jobs and enhance workforce skills, improve infrastructure, increase the availability of affordable housing, advance energy security, and build clean-energy manufacturing. Reeves has also been a close partner to the U.S. as part of the global coalition standing strong against Russia's illegal invasion of Ukraine. I look forward to furthering our collaboration as she moves ahead with her domestic and international economic policy agendas.

Yellen is the U.S. Treasury Secretary

OMAR AL OLAMA

34 • SHAPING AI

By Jeffrey Katzenberg

Back in 2017, AI was still in its infancy. But one country—the UAE—had the foresight to establish a Minister for Artificial Intelligence, naming Omar Al Olama to the position. Though only 27, Omar quickly made the UAE a significant player in this critically important field. As Minister, he has served the interests of not just the UAE, but of the world. Shaping his work—including at the World Governments Summit, which he helps lead—is his core belief that AI, if governed with care, can exponentially amplify global efforts to solve the most significant challenges facing humanity.

Somehow, he also finds time to run the Digital School, which provides online schooling for 160,000 students across refugee camps and rural villages in more than 13 countries. On top of all this, he plays a mean game of ping-pong!

In everything he does, Omar plays to win, which is why I'm so inspired by his determination to make the world a better



place. Omar's unique mixture of vision, commitment, compassion, charm, and smarts sets him apart as he sets the standards for our AI future.

Katzenberg is an Oscar-winning producer and founding partner of WndrCo

IAN BASSIN AND JUSTIN FLORENCE

48 & 45 • GUARDING DEMOCRACY

By John W. Dean

Ian Bassin and Justin Florence are uniquely qualified to address the rising threat of authoritarianism in the U.S. Skilled attorneys and collaborators since Yale Law School, both are knowledgeable, empathetic, and deeply committed to the greater good. Through Protect Democracy, a nonprofit they co-founded in 2017, Ian and Justin work to help ensure free and fair elections and make democratic institutions more

resilient by employing research, advocacy, and litigation.

Authoritarianism adapts and evolves. Like a virus, it seeks new ways to exploit weaknesses in democratic systems and circumvent the safeguards designed to protect freedom. Ian and Justin are fighting on all fronts to protect the process, combat disinformation and falsehoods with truth, and inform the public of the risks we face.

Because their work can be technical and behind-the-

scenes, it is too often unheralded, but they've been busy working on key reforms, from formulating recommendations that helped rewrite the archaic Electoral Count Act, to providing advice and assistance to the Jan. 6 committee, to securing a \$148 million defamation judgment in December against former New York City mayor Rudy Giuliani

after he falsely accused Georgia election workers Ruby Freeman and Shaye Moss of election fraud. It's vital (and forever) work to protect our democracy's most foundational institutions, made even more urgent by a consequential election.

Dean, a former Nixon White House counsel, is on Protect Democracy's advisory board





MICHELLE O'NEILL

47 • ENVISIONING A NEW FUTURE

By Mary Lou McDonald

In February of this year, Sinn Féin's Michelle O'Neill made history, becoming the north of Ireland's first Irish nationalist First Minister, in a state designed to ensure this could never happen.

Michelle's election to the office of First Minister reflects the current of powerful generational change under way in Ireland. There now exists an opportunity to build a bright new future of unity, success, and achievement. A future for everybody.

Michelle O'Neill's leadership skills, her ability to listen and understand others, and her eagerness to reach out to others and find a way forward make a real and lasting difference.

Michelle genuinely cares about people regardless of background, religion, color, or tradition. She is determined to consign the failed politics of sectarianism, inequality, and exclusion to the past. From day one, she said that she would be a "First Minister for all." She has been true to her word every day since, and I am so very proud to call her my friend.

McDonald is the leader of Sinn Féin and a member of the Oireachtas, the Irish parliament

LARA TRUMP

41 • RISING
REPUBLICAN

When Lara Trump became the Republican National Committee co-chair, hardly anyone saw it coming—except her father-in-law. After steamrolling the 2024 primary, Donald Trump revamped the RNC and tasked the former television producer to help lead the party.

Critics allege it was a brazenly nepotistic move. But Lara Trump has since emerged as one of the GOP's rising stars. She's helped the party raise hundreds of millions of dollars; played a key role in persuading Trump to embrace voting by mail, something he spurned in 2020; and delivered a keynote address at the Republican National Convention.

Lara Trump's future may only partly pivot on the election. If Trump wins, she's expected to have a role in the Administration. Many suspect she will one day run for office herself, regardless of the outcome. Either way, Lara Trump is positioned as a prominent heir of the MAGA movement. —Eric Cortellessa



DANIEL NOBOA

36 • BREAKING
WITH PROTOCOL

Reeling from gang violence and Latin America's highest murder rate, Ecuador's voters decided bold new ideas were needed. In November, they elected Daniel Noboa, who at 35 became the nation's youngest-ever democratic leader and remains the world's youngest today.

The scion of a wealthy banana exporter, Noboa quickly held a referendum whose passing allowed the military to patrol the streets—a move that, while subduing the gangs, has been linked by human-rights groups with extrajudicial killings. It's not the only way Noboa has shown a ruthless streak; in April, he shattered diplomatic protocol by ordering a raid on Quito's Mexican embassy to arrest a fugitive former official sheltering there. Critics also accuse Noboa of using augmented presidential powers to advance family business interests (accusations he denies). But with security still the top concern for a fearful populace, Noboa's election-victory promise "to reconstruct a country battered by violence, by corruption, and hate" continues to resonate.

—Charlie Campbell



HUANG JIE

31 • NEXT-GEN
LEGISLATOR

By Hsiao Bi-khim

At the age of 31, Huang Jie is the youngest member of Taiwan's legislature. Passionate about human rights and the advancement of public good, she exemplifies the spirit of civic participation among Taiwan's younger generation. Her efforts to engage voters and energetic calls for action signify that democracy has become a part of daily life in Taiwan—it is as natural as the air we breathe.

As a female legislator and a member of the LGBTQ community, Huang Jie has also been outspoken for under-represented groups in Taiwan. Having begun her political career in the Kaohsiung city council, she has gone on to work on a diverse range of issues, including gender equality, transportation infrastructure, parliamentary diplomacy, and international human-rights advocacy. As Taiwan strives to make our democracy more resilient by encouraging grassroots involvement in public affairs, the contributions of emerging leaders like Huang Jie make us proud.

Hsiao is the Vice President of Taiwan



WES MOORE

45 • GOVERNING WITH URGENCY

When the Francis Scott Key Bridge collapsed in March, killing six workers and shutting down the Port of Baltimore, Maryland Governor Wes Moore marshaled the response to the crisis, speeding up the recovery effort and reopening the port in just 11 weeks. Elected in 2022, Moore says he drew on his experience leading forces as an Army officer in Afghanistan to take care of people, learn what needs to get done, and not get distracted. His mom used to tell him to understand when patience is a virtue and when patience is a detriment. His generation of leaders moves with “a sense of impatience,” he says. “I don’t like wasting time.”

He says he’s applied that urgency to his work in Maryland to reduce child poverty and make communities safer, supporting measures to raise the minimum wage, combat gun violence, boost housing affordability—and a June executive order pardoning tens of thousands of low-level marijuana convictions. Widely seen as a future Democratic presidential candidate, he keeps a clock on his desk that counts down the days until the end of his first term—a reminder of all that he still hopes to accomplish. —Brian Bennett

CRYSTAL ASIGE

36 • EMPOWERING
POLITICIAN

By Eddie Ndopu

A phrase from Kenyan Senator Crystal Asige’s Instagram bio immediately stood out to me: “visually impaired person but the streets just call me VIP.” Reading it, I instantly knew we rolled in the same pack—a growing cohort of brilliant and badass African leaders with disabilities taking up space on the world stage. Senator Asige’s life is a master class in embracing the unexpected. Diagnosed with glaucoma as a teenager, Asige rose to prominence as a formidable politician in Kenya—after first gracing the airwaves as an award-winning singer. With every twist and turn, she has charted a course that defies categorization. Since taking office, she has helped pass bills to uplift people with disabilities, including a tax break for parents and caregivers of kids with disabilities, and new support for Kenyan sign language. Senator Asige is a true Renaissance woman, proving what I have always known—being disabled is compatible with an extraordinary life.

Ndopu is a humanitarian and a U.N. Sustainable Development Goal Advocate





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A portrait of Arthur Mensch, a man with dark, curly hair, looking directly at the camera. He is wearing a dark blue crewneck sweater. The background is a plain, light grey.

NEXT

Innovators

ARTHUR MENSCH

32 • WIND OF CHANGE

By Elad Gil

Since meeting Arthur Mensch, I've admired his ability to combine bold vision with execution. Arthur's work as CEO of Mistral AI, one of a number of startups I have backed in the AI space, has placed him at the intersection of key trends that will make AI more accessible to billions of people—from developing small, high-performance AI models that can run locally on smartphones and other devices to demonstrating the potential reach of an open-source (or open-core) approach.

Arthur has led the company's lightning-fast growth, releasing multiple AI models within one year of its founding in May 2023. He is a creative leader, championing a structure made up of small teams of four or five people that is designed to preserve innovation as Mistral scales. Arthur's commitment to democratizing AI has resulted in a platform where developers can innovate freely with flexible, open-source models. His foresight in addressing gaps overlooked by others has set Mistral apart and opened up the world of country- and language-specific AI. He is dedicated to advancing model efficiency at the technology's frontier and providing an AI alternative for everyone, everywhere.

Gil is an entrepreneur and an angel investor

INVESTORS IN MISTRAL AI INCLUDE SALESFORCE, WHERE TIME CO-CHAIR AND OWNER MARC BENIOFF IS CEO



LAUFHEY

25 • OTHERWORLDLY ARTIST

By Olivia Rodrigo

The first time I listened to Laufey's album *Bewitched*, I was captivated by her music and how she was able to build a singular world. I sent her a DM, you're the coolest girl ever—can we hang out? And that sparked a wonderful friendship.

Laufey makes jazz and classical music feel accessible to our generation. Her music is a place where everyone is welcome, and it's never pretentious. When she performs, she's maestraesque, playing so many instruments and hitting every note perfectly.

At the same time, she doesn't take herself too seriously, which is refreshing for someone so talented. We can talk about music and the industry, but we can also just gossip. She can write a song and play it at the Philharmonic, but she can also be silly on TikTok. She's a modern star.

I can't wait to see Laufey expand her reach around the world as an artist. And as a friend, I just wish her delirious happiness for the rest of her life. There's no one more deserving.

Rodrigo is a Grammy-winning musical artist

ANNA WOLFE

30 • RESOLUTE REPORTER

By Judy Woodruff

Mississippi is the poorest state in the country and one of the most politically corrupt. That's unacceptable to Anna Wolfe, fearless reporter for nonprofit news site *Mississippi Today*. After years of digging, she disclosed that top state officials doled out \$77 million of welfare funds to family, friends, and political supporters. She received a Pulitzer Prize for her exposé. Her work reflects journalism's ideals, including protecting the trust that sources place in her. When a judge ordered her to turn over privileged documents in May, she and *Mississippi Today* appealed to safeguard that trust. "Anna Wolfe has become a hero to many Mississippians," says Adam Ganuchau, *Mississippi Today* editor. "She cares deeply about people who are traditionally ignored or wronged and she's not at all afraid to take their stories directly to the power brokers who prefer to operate in the shadows." At a time when journalism is struggling to survive, Anna reminds us why it matters.

Woodruff is a senior correspondent and the former anchor and managing editor of PBS NewsHour



JESSE JENKINS

40 • CLEAN ENERGY'S SCOREKEEPER

By Bill McKibben

Climate change is in some ways a math problem, and Jesse Jenkins is among the wonkiest and most effective of the number crunchers trying to work out a solution. From his perch as an engineering professor at Princeton, he's emerged as the scorekeeper for American efforts to transition to clean energy: his analyses gave environmentalists confidence that President Joe Biden's Inflation Reduction Act was indeed a good deal that would dramatically cut carbon. Now he helps monitor the build-out, and keep track of the obstacles slowing the necessary change toward drawing power from sun, wind, and batteries. Jesse understood from the start that there's no way to do this work from within an academic cone of silence—instead he's been a regular on social media, mixing it up with all comers as he explains the sometimes abstract and difficult algebra of carbon reduction to a broader audience.

McKibben is an author and an environmentalist

RICHARD GADD

35 • EVOCATIVE
STORYTELLER

By Nava Mau

To know Richard Gadd is to know truth—complex, contradictory, and undeniable. Like millions of people around the world, I first experienced Richard's truth in his own voice, through his storytelling on *Baby Reindeer*, his one-man show adapted this year into a TV series. For many survivors of violence, our own voices get taken from us. But his voice called out, unapologetic. He invited viewers into his process, and created space for the world to contend with the realities of sexual violence. I never imagined someone else's writing could ignite in me what his show did as I acted in it. I finally feel reconciled with my purpose. It's the gift Richard has given me. I feel empowered to continue telling stories that matter to me, especially centering survivors and Black and Brown LGBTQ communities. Having seen the power of Richard's courage, I can't ever deny it in myself. It changed me forever, and it changed the world.

Mau is an Emmy-nominated actor



AADITH MOORTHY

27 • ECO-CEO

Aadith Moorthy wants to tackle big problems, so naturally the company he founded as a student in 2016 addresses one of history's most far-reaching challenges: the climate crisis. Boomitra aims to ramp up global carbon sequestration by using revenue from carbon-offset credits, purchased by companies and governments, to reward farmers for adopting yield-raising, climate-friendly techniques. The Earthshot Prize-winning startup has helped farmers remove 10 million metric tons of CO₂ from the atmosphere. Moorthy hopes to double that in short order, and distribute \$200 million by 2025 to marginalized farmers. In June, Boomitra began a partnership with the Mongolian government that aims to sequester about 1.3 million metric tons of CO₂ annually, while helping prevent desertification across 3 million acres. Moorthy knows that change often begins with an uphill battle, but says the pursuit of solutions that could move the climate needle on a "planetary scale" keeps him motivated. —Jeremy Gantz

HALI BORENSTEIN

39 • SUSTAINABLY
STYLISH

By Laney Crowell

I hope that every other fashion company is taking note of what Hali Borenstein is doing as CEO of Reformation. She's broken the barriers of price point, mission focus, and desirability in a way that no one else has. Not only is Reformation a brand for people of every age, style, and influence, but Hali is also leading the company to be climate positive by 2025.

Leading a clean beauty brand, I know how much effort goes into making responsible choices, and how much bravery it takes to be transparent about your business. But Hali is such an inspiring leader in that way—especially in her advocacy for sustainability reforms across the entire fashion industry. What she's created at Reformation is unparalleled, and I don't think there are any other CEOs out there who are as cool and down to earth as she is. Hali has set the bar high.

Crowell is the founder and CEO of Sale Beauty



KAITLYN SADTLER

35 •
DEMYSTIFYING
THE IMMUNE
SYSTEM

By Robert Langer

I have known Kaitlyn Sadtler since 2017, when she joined our lab as a brilliant, creative, and extremely driven postdoctoral fellow at MIT. She made major contributions, including improving our understanding of how the immune system works and helping create potential new cancer vaccines.

Kaitlyn received numerous faculty job offers at great universities after finishing her fellowship with us, and chose to work at the National Institutes of Health. There, among other contributions, she launched a major serologic (blood) survey that detected nearly 17 million undiagnosed SARS-COV-2 infections in the U.S.

Kaitlyn is now chief of the National Institutes of Health Section on Immunoen engineering. She has already had a remarkable career for anyone at any age, and will continue to change the world through her leadership and her remarkable research.

Langer leads the Langer Lab at MIT and is a Moderna co-founder



VINCE STAPLES

31 • WORDSMITH

By Quinta Brunson

It feels really cool to be a fan, and a friend, of Vince Staples. He's an artist whose reach is somehow both broad and niche—he never sacrifices his voice and still manages to appeal to a wide net of people. His six studio albums and his Netflix series, *The Vince Staples Show*, all have an “if you know, you know” quality to them, but they're still made for everyone to enjoy. That kind of artistic integrity and talent isn't learned, Vince just has it. That's why he's your favorite rapper's favorite rapper.

With the career and the lifestyle he's created for himself, the world truly is his oyster. Vince has no shortage of fantastic ideas and can do whatever he wants. If he woke up tomorrow and decided to write a seventh album, he could. If he felt like pitching a whole Marvel movie, he could do that too. And guess what? I'd be there for both.

Brunson is a producer and an Emmy-winning writer and actor

NIK STORONSKY

40 • FINANCE
POWERHOUSE

Once a scrappy startup, the British fintech company Revolut is now in the big leagues. This year, it finally secured a U.K. banking license and nabbed a \$45 billion valuation, a number rivaling heavyweights like Deutsche Bank and Barclays. Revolut prides itself on offering low-fee products, fast transfer times for sending money abroad, easy currency exchanges, and the ability to invest in stocks. These attributes have attracted 45 million customers in 38 countries.

Revolut's co-founder Nik Storonsky—a former Lehman Brothers trader who renounced his Russian citizenship after the country's invasion of Ukraine—is now on the *Forbes* billionaires list. He has weathered complaints about the company's relentless work culture and its imperfect record-keeping, though Revolut says it fully complies with anti-money-laundering regulations. Next up on the journey: a possible IPO. —Andrew R. Chow



SARA ZEWDÉ

38 • A NEW LENS
ON LANDSCAPE

By Walter Hood

As I listen to landscape architect Sara Zewde describe retracing Frederick Law Olmsted's journeys through the cotton kingdom and beyond, she evokes a deep, personal curiosity to understand the American landscape through one of its iconic founding figures. Olmsted observed his 19th century cultural landscape against its social and political backdrop, particularly how slavery shaped it. Sara's firsthand encounters with these landscapes in the modern day empower new voices to challenge, reinterpret, and rewrite a more inclusive view of history.

How might her interpretation lead to a new understanding and model for the American landscape—and the architects who shape it—in the 21st century? Sara's current work—including redesigning Dia Beacon's 32-acre grounds in upstate New York this year—provides one answer. Her fresh voice and aesthetic challenges the homogeneous legacy of landscape architecture in the past century, and makes clear that the medium is in more than capable hands.

Hood is a landscape architect



MEHREEN DATOO

37 • VACCINE DEVELOPER

By Adrian Hill

In her 20s, Dr. Mehreen Dato contracted malaria while conducting research in Uganda. She was hospitalized before recovering. In the years since, her work has been central to the clinical development of the new malaria vaccine, R21/Matrix-M, from early-phase clinical trials to regulatory approval. This year the vaccine was deployed. It's now being administered to children in sub-Saharan Africa and will be game-changing in the fight against malaria, which in 2022 killed 608,000 people, three-quarters of them children under age 5.

A clinical lecturer and specialty trainee doctor in infectious diseases and microbiology at Oxford University, Mehreen has worked tirelessly over the past seven years with experts across multiple continents to achieve this goal. Her team's efforts will help reduce the incidence of malaria globally, as well as have a direct impact on the health and quality of life of children and their families and communities.

Hill is director of the Jenner Institute at Oxford University and led work on R21/Matrix-M

MARIO KOHLE

39 • GREENTECH MAGNATE

Mario Kohle always wanted Enpal to be more than just a solar company. When he launched the Berlin-based startup in 2017, the serial entrepreneur—who previously founded a successful e-commerce platform—heard the skeptics. “People were like, ‘Are you crazy, shifting from software to a hardware-intensive company?’” he says. But his strategic vision was bigger than the residential rooftop arrays, heat pumps, batteries, and smart meters the firm installs across Germany and, since 2023, Italy. His ultimate goal is to stitch together all that hardware (as well as customers’ EVs) to run a vast “virtual power plant” that efficiently manages supply and demand to offer electricity so cheap



that joining Enpal's energy ecosystem is a no-brainer for consumers. “We are building Europe's largest decentralized giga battery,” he says. “In two years, we'll provide enough capacity to replace a nuclear power plant.” Germany's

first greentech unicorn, now valued at \$2.4 billion, Enpal doubled its revenue in 2023, becoming Germany's largest heat-pump installer and smart-meter operator, as well as Europe's largest residential solar installer. —Jeremy Gantz

YLVA GÖTBERG AND MARIA DROUT

35 & 36 • SEARCHING FOR THE STARS

By Priyamvada Natarajan

If there is one part of astrophysics that we would all expect to be neatly tied up in terms of our understanding, it would be the theory of stellar evolution. However, there still remain some key puzzles, like the

paucity of theoretically predicted hot helium stars whose hydrogen envelopes have been stripped, likely by a partner star that devoured them. Astronomers Ylva Göberg and Maria Drout devised a brand-new

strategy to hunt for them. This talented team of an observer and a theorist collaborated to generate detailed model predictions and then went looking for candidates, leveraging telescopes on the ground and in space. Their work successfully detected 25 examples of these predicted stars—only one had been known to exist previously. The discovery has very important consequences for our understanding of the number of core-collapse supernovae and neutron stars in the universe—stars which, when close together, can merge to generate tremors in space-time.

Natarajan, a theoretical astrophysicist, is a professor at Yale University





SERIGNE MBAYE

31 • COOKING UP COMMUNITY

By Kwame Onwuachi

Every few generations a chef emerges who not only embodies the best in our profession but also makes clear what needs to change. A chef who defies the status quo and breathes new life into this craft. A chef who introduces new ideals and unapologetically represents their culture. On meeting chef Serigne Mbaye, you notice his eyes: honest, full of integrity, and bright with the knowledge that life is an opportunity to make this world better. Introducing unfamiliar cultures to American palates is no small feat. But he does so with ease, strengthened by his determination to make African food as recognized and celebrated as other popular culinary traditions. Originally hailing from Senegal, Serigne threw himself into the abyss of fine dining, studying under the greats, all the while carrying his country with him. If you are lucky enough to visit Dakar NOLA—his New Orleans restaurant, which won a James Beard Award this year—you might see him speaking his native tongue in a dining room full of a kaleidoscope of patrons, some of whom will respond in kind. For Serigne, bringing people together with food isn't just standing in front of a stove, it's making his restaurant a podium to spread the gospel: that African food is enough, our traditions are avant-garde, and they deserve the utmost respect. Our industry is better because he exists.

Onwuachi is a James Beard-winning chef and author

KAITLAN COLLINS

32 • ASTUTE INTERVIEWER

By Anderson Cooper

Kaitlan Collins is the real deal. She is whip smart, researches relentlessly, and works tirelessly. I'm not sure how many phones she has, but there's at least one pressed to her ear throughout the day as she checks in with sources in campaigns, Congress and courtrooms. In interviews with lawmakers on both sides of the political aisle, she listens hard to what they say, and what they decline to say. Her follow-up questions often make headlines. She started as a political reporter at CNN in 2017 covering the White House, and within just a few years, at age 28, she became the youngest chief White House correspondent in CNN's history. Now, she has her own prime-time show, *The Source*, every weeknight. So many people come and go in cable news that it can at times feel like an episode of *Survivor*, but I'm not worried about Kaitlan. She will outwit, outplay, and outlast us all. She is that good, and she is only just getting started.

Cooper is an Emmy-winning news anchor



IMAN ABUZEID

39 • MATCHING NURSES WITH JOBS

Years ago, Dr. Iman Abuzeid and her business partner, Rome Portlock, noticed a disconnect. Abuzeid's physician relatives often complained about understaffing, while Portlock's nurse relatives complained about the difficulty of finding work. It made no sense for both problems to exist at once—so, in 2017, the duo founded Incredible Health to fix them simultaneously. A cross between LinkedIn and Match.com for health care, it uses AI to help hospitals find and pursue nurses whose backgrounds fit their open jobs, making hiring more efficient and effective. Today, about a million U.S. nurses and 1,500 hospitals use Incredible Health, putting Abuzeid in the too-small club of female CEOs of color running companies valued above \$1 billion. One day, she says, “we want to be in every category within health care,” from home health to pharmacy.

—Jamie Ducharme

ASSAF RAPPAPORT

41 • SECURING
GLOBAL DATA

By Howard Schultz

When Assaf Rappaport left Microsoft to start a cyber-security company called Wiz in early 2020, he wondered if his timing was terrible. But, amidst the pandemic, he built a firm worth billions that protects the data cloud for thousands of businesses around the world.

Just 41, Assaf is wise beyond his years, and he possesses a rare trifecta of high intelligence, emotional intelligence, and towering curiosity. Even so, it's his deep sense of humility that sets him apart.

I met Assaf early on in his Wiz journey and was fortunate to be an early investor in the company. From day one, it was clear to me that he aimed to create a great and enduring company, steeped in humanity. We have spoken often about how Wiz can be a force for good. He understands his responsibility more than most in the tech sector. And his timing turns out to be great: with an ever growing list of bad actors trying to mount devastating cyberattacks on businesses and governments around the world, we need his leadership more than ever.

Schultz is the chairman emeritus of Starbucks

INVESTORS IN WIZ INCLUDE SALESFORCE, WHERE TIME CO-CHAIR AND OWNER MARC BENIOFF IS CEO



AISHA IBRAHIM

38 • MAKING BOLD MOVES

By J. Kenji López-Alt

The highlight of my first meal at storied Seattle restaurant Canlis under chef Aisha Ibrahim's leadership was a dish of charred eggplant cooked in browned butter along with whipped eggs until crisp on the outside and creamy in the center. It's an evolution of the *tortang talong* she grew up eating in the Philippines—the third version of the dish on the menu since she took over the kitchen in 2021. The dish spotlights both the ethos of Canlis—flavors from across the Pacific, and a focus on simplicity and execution—and Aisha's own story as an immigrant, a woman, and a person of color. Her experiences in a notoriously intolerant industry have led her to transform her own kitchen into a place of vulnerability and growth. To support better working conditions, she took a bold gamble this summer—opening the restaurant only on weekdays. Aisha's technical brilliance and knowledge of ingredients from around the world are what put her in the ranks of other world-class chefs. Her willingness to challenge the norms of kitchen culture and strive for something better is what sets her apart from them.

López-Alt is a James Beard Award-winning cookbook author

ALEXANDR WANG

27 • DATA
PIONEER

By Sam Altman

Alex Wang recognized early on that high-quality data is critical to artificial intelligence. As the visionary behind Scale AI—a leading AI firm and our trusted partner at OpenAI—he's built the infrastructure to streamline and perfect data labeling at scale, helping propel us toward artificial general intelligence. Thanks to his leadership, AI innovation is rapidly progressing across industries—from autonomous vehicles to health care. His relentlessness in pushing boundaries ensures that AI's transformative potential becomes a reality sooner than we imagined. As a long-time friend of his, I've always been inspired by his drive, vision, and dedication.

Altman is the CEO of OpenAI, a TIME technology and licensing partner





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